Effectiveness of Training and Development on Employees' Performance

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ABSTRACT: Employees are the most important asset for any organization to compete in this competitive world. Without people, an organization cannot exist. Continuous efforts and strategies are made by management to achieve their organizational objectives and to gain a competitive edge over their competitors. Training and development play a vital role in enhancing the skills and knowledge of the employees of any organization. The main objective of this study is to understand the effectiveness of training and development on employees' performance in their organization. A descriptive research design was used to collect two hundred and fifty-one responses by using a simple random sampling technique. For analyzing the received data carefully, descriptive statistics were used to make conclusions from the raw data. From the analysis, it was found that the employees are satisfied with the training and development sessions organized by the management or not. This paper reveals the feedback of different employees working in various sectors of the business world in India. Management should provide more incentives and rewards for motivating their employees in order to increase the participation of the employees in the training and development sessions. These programs will help the employees to enhance their knowledge and skills in their particular fields.

Keywords: Training and Development, Effectiveness, Employee performance, Employee productivity, Competitive

I. INTRODUCTION:

Training is the most important function in all the organizations. Organization worldwide are competing with each other to be one step ahead of their competitors. In 21st century companies needs to adapt changes faster than their competitors and invest more in training their manpower (Maimuna Muhammad Nda, THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIITY, 2015), and the correct training delivery method should be adopted to get the best result (Wajdi Milhem, 2014).Organization have to utilize and obtain the human resources efficiently and effectively. Nowadays, training is very necessary for being competitive in the new market. training plays an important role as it enhances knowledge, skills, attitude, and behavior which are necessary for individuals as well as for the organization. Development activities are a more expansive growth plan and the effect of the development plan will be for future performance rather than immediate job role improvement (Employee Training and Development: The Benefits and Why it's Important, 2019). Development is designed to meet the specific objectives of the individual as well as organization.

Training and development improve the effectiveness of the organization and the individual and teams within them. The main aim is to enhance the current or future employee performance by increasing their existing skills and knowledge with training method which is suitable for them. Training & development increase in efficiency, an increase in the morale of employees, better human relatives, reduction in supervision, increased organizational liability & flexibility (Dr. R. Indradevi, 2015).The result of training is visible in a very short period whereas development is viewed as a result of longer-term organizational objectives and goals. The effectiveness and success of the organization depend on the work of people within the organization. Therefore, It's necessary to have the best training and development methods applied in the organization.

II. DEFINITION OF KEY CONCEPTS:
Training
According to Michael Armstrong, "Training involves the conventional processes to impart knowledge, attitudes, and skills and help employee to gain skills required to perform their tasks satisfactorily (Armstrong, 2009)."

Development
(Lievegoed, 1980) has defined as "Development is a continuous process which includes moderate, incremental improvements, and Brusque revolutionary steps".

Training and Development Methods
(Ampaipipatkul, 2004) defined training and development method as, "The methods or activities used to impart knowledge in the mind of employees. Trainer or instructor are appointed by management as a source to provide knowledge, and experience to the partakers in order to ease their learning. The knowledge gained by participants change their working behavior and attitudes according to the training program objectives".

Training and Development Effectiveness
"Training and development's effectiveness can be calculated by average time taken to understand a problem, success rate of employees, Return on Investment (ROI), overall productivity of workers, and satisfaction of consumer" (Rama Devi, 2012).

Employee Performance
(Nassazi, 2013) defines, "Employee performance can be demonstrated in highly motivated and efficient employees, proficiency of the new technology and up gradation in the production quality".

III. LITERATURE REVIEW:

1) **According to** (N. Veena, 2018)**,** "Training and development is an indispensable protecting tool for enhancing worker's performance. The Organization provides training to its employees that will earn them a competitive edge by maintaining accumulative training and development budget on a yearly basis".

2) **According to** (Bharthvajan R, 2019)**,** "Training can help the individual to enhance the effectiveness and efficiency of the employees in the organization by updating his or her formal knowledge by generating abilities which are relevant to his or her job. Training helps the management and individual in managing suitable behavior and attitude".

3) **According to** (Raja Abdul Ghafoor Khan, 2011)**,** "The employee performance depends on different factor and the most important factors is training. Training is necessary for enhancing the employee's capability for performing various tasks assigned to them at the workplace".

4) **According to (Pots, 1998),** "Acquiring skills with short term productivity evaluation is Training and extension of skills with long term career growth of the individuals is Development".

5) **According to** (Oluwaseun, 2018)**,**"an educational process that involves the sharpening of skills, concepts, changing of attitude, and gaining more knowledge to enhance the performance of employees".

6) **According to** (Khawaja Jehanzeb, 2013)**,** "the main aim is to enhance the current or future employee performance by increasing their existing skills and knowledge to avoid managerial Obsolescence. Implementation of different levels and disciplinary perspectives for the training programs must be identified".

7) **According to** (Raheja, 2015), "Comparison of before and after result with the correct tool is important to understand the effectiveness of each training method".

8) **According to** (B.V.N.G.Chandrasekhar, 2020), "The methods must be both customized and personalized. These methods are divided into two categories i.e. On-the-job and Off-the-job training".

9) **According to** (Maimuna Muhammad Nda, THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIITY, 2015), "A new method of training should be introduced to provide training to employees with practical training, which eventually results in cost-effectiveness and an increase in the organization's performance. It can be done through a diagnosis of poor performance or skills and a combination of the dynamic training method".

10) **According to** (Niazi, 2011), "There is a need to fill the gap between institutions and the industry as institutions are not imparting correct knowledge and skills to their students which affect the industry later. Some training institutions are offering customized off-the-shelf methods of training".

11) **According to** (Robson, 2008)**,** "There are many issues when it comes to forming training because perspective and learning need of all employees will be different and which will not satisfy everyone's needs".

12) **According to** (Vinesh, 2014)**, "**The main aim of the training and development program should be to raise the standards of employee practice and thus providing the best quality of work to their customers".

13) **According to** (Barbara Ostrowski Martin, 2014)**,** "The authors identified 13 core training

methods that cover all the training methods available. Recommended which training suits in which contexts".

14) **According to** (Maimuna Muhammad Nda, THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON EMPLOYEE PRODUCTIITY, 2015)**, "**Companies need to invest more in on-going employee training and development in an ever-changing market. In the 21st-century companies need to adopt changes faster than their competitors".

IV. RESEARCH OBJECTIVES:

The primary objective of the research study is to understand the effectiveness of training and development programs that their organization provides them. There should be an improvement in the employee's knowledge, skills, attitude, and behavior after the training program is completed. Individual employees should achieve their personal goals, in order to contribute their part to the organization's goals. Some of the secondary objectives of the research study are as follows:

1) Management should achieve its primary objectives by enhancing the effectiveness of each individual.
2) Employees should be trained continuously to avoid obsolescence. The employee should ask their management to provide them regular training programs, in turn, they can perform the tasks given to them in less time and with less effort with the use of advanced technology.
3) Basic training should be imparted to the new employee that they can perform with their highest potential in order to be an asset for the organization.
4) To prepare the existing employee for a higher level of tasks and promotion can be provided to them in the future
5) To understand the methods of training and development programs provided to the employees and what changes can be done in the future to enhance the productivity of the employees.
6) Questions which were asked to the employee are as follows:
a. What are the results of training?
b. How it improves and affects the effectiveness of trainees or employees?
c. How many training programs should be provided to employees in a year?
d. What are the ways you can increase participation from employee's end?
e. Which training should be provided to employees at different levels?

f. What are the barriers to the training programs?

V. RESEARCH GAP:

The main objective of the research is to understand the effectiveness of training and development. There is less research on the topic globally. Very few Indian researchers tried to address this topic and there is a need to do more research on this important topic. Individual methods are not defined accurately. The applicability or suitability of various methods of Training and Development is not briefly interpreted, it is difficult for the managers to understand which of the available method is suitable for their organization. Managers of the organization have to perform many steps before providing the training directly to the employee, they have to perform need assessment, an arrangement of resources and space, prepare themselves as well as the trainees, providing training, analyzing the result, and comparing them with the past results. This fact increases the necessity to fill the research gap by explaining each method. After studying the work of various researchers, there is an urgent need to fill the research gap and study the topic in-depth.

VI. RESEARCH METHODOLOGY:

A quantitative approach was adopted for understanding the effectiveness of the training and development programs on employee performance. Descriptive research was used to understand the topic in more depth.

Research Population:

The population includes all the individuals or elements of the research environment, who will get affected by the study. The sample population for the study was working employees, employers, retired professionals, and students (Graduates or postgraduates) who are interning in any organization in India.

Sampling frame:

The sample frame was of 250 respondents from the sample population. This sample frame was a subset of the sample population. 250 respondents were a mix of working employees, employers, and retired professionals including students who are working as an intern.

Research Sample:

The sample is a subset of the population and it represents the selected group of people from the population to make the study less time-consuming and the cost of operations will be minimal. The sample taken for the study was

selected randomly with the help of a probability sampling technique.

Research Sampling techniques:
The technique used for sampling is Probability Sampling under which Simple Random sampling was taken into consideration.

Variables used:
The variables used are the independent and dependent variables.
Independent Variables are stable and unaffected by the other variables. The Independent variable which is used is the name, gender, age, educational qualification, and training meaning according to the respondents.
Dependent Variables depends on the factors that are measured. Most of the questions are dependent on each other. For example, the question asked to the respondents were- which training method you have trained, On-the-job training or off-the-job training or both, this question is an independent variable whereas and the other question, On average, how many training programs will you attend in a year, is a dependent variable.

Data Collection Method:
The instruments used for the study are questionnaires. Google form was used to create a questionnaire of 18 questions including the demographic and professional background of the respondents and to understand the respondent's

perspective on the topic: Effectiveness of Training and Development. The questions asked in the questionnaire are restricted as well as unrestricted to understand the view of the respondents. Likert scales, multiple-choice questions, cognitive scales are used to understand the respondent's perspective. 3 questions were based on a Likert scale. Likert scale is a five-point scale ranging from 'strongly agree' to 'strongly disagree'. Following are the basis for analyzing Likert scale result:
1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strong agree

Tools for analysis:
The statistical package for social sciences (SPSS) is used for analyzing the data received from 251 respondents. For analyzing the whole data, Descriptive Statistics were taken into consideration and Crosstabs were made to compare the dates of two different variables present in the questionnaire.

VII.   DATA ANALYSIS:
Questions to understand the Demography of the respondents:
Gender: Among the 251 respondents, there were 136 (54.4%) Male & 115 (45.6%) Female respondents.
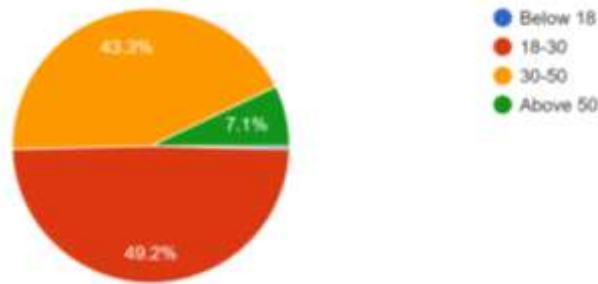
Figure 1: Age Distribution

Age: Most of the respondents i.e. 123 respondents are aged between 18- 30 years of age mostly students who are graduating or post-graduate. 109 respondents are between 30- 50 years of age,

mainly Professional individuals working in any organization, 13 respondents are aged above 50 years.
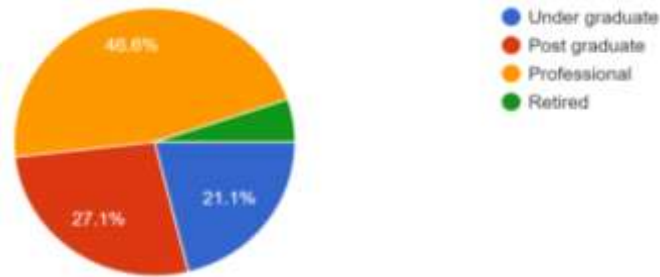
Figure 2: Educational Qualification

Educational qualification: Among 251 respondents, there were huge respondents from professional or salaried employees- 117 respondents almost 46.6% of the total respondents. The number of post graduate students was 68 (27.1 %) where as under graduates are 53 (21.1%) and then there was the least crowd of the retired respondents.

7.2 Questions to understand the knowldege regarding training and development and their own experience:
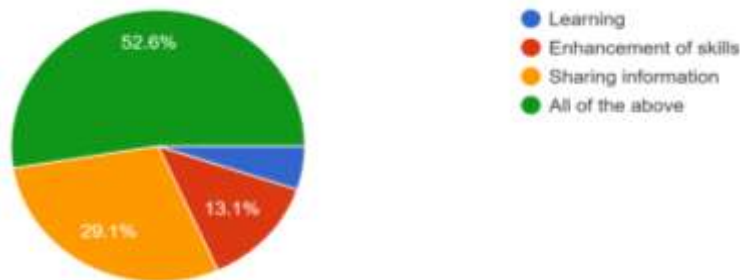
Figure 3: You can relate to training as

You can relate to training as: This was important question to understand the perspective of the respondents on training in general. Training consists of these three- learning, enhancement of skills and sharing information. 52.6% (132) of the respondents selected all of these as there option and it shows that they are aware of the concept of training as whole. 73 (29.1%) respondents believed that training is just sharing information to the trainee by trainer and other believed that it is way of enhancing skills of trainee and learning new concepts.

	Frequency	Percent
Strongly Disagree	1	.4
Disagree	7	2.8
Neutral	22	8.8
Agree	132	52.6
Strongly Agree	89	35.5
Total	**251**	**100.0**

Table 1: Training is a must for enhancing productivity and performance

Training is a must for enhancing productivity and performance: Around 95% (243) of the respondents agree that there is need of providing training in order to enhance productivity and performance. This represents that employees are well-versed by the need of the training.

Training methods: On- the- Job and off-the- Job training methods are used in order to provide training to the employees by professional trainer. On- the-job training are selected by 79 (31.5%) respondents which means they had experienced trainings like Job Rotation, Coaching, Job Instruction, Committee Assignments, Apprenticeship, Internship, etc. This represents that the respondents who opted for on- the-job training are new or inexperienced employees who needs to get trained through observing peers and trying to emulate their behavior. 86 (34.3%) respondents out of 251 opted for Off-the-job training method like Classroom Lectures, Audio-Visual Simulation, Vestibule Training, Case Studies, Role Playing, Programmed Instructions, etc. Off-the-job training are provided in separate environment than their working place, all the instruments are supplied to the trainee. It can be provided to new employees and to old employee who needs to learn new technology. 86 respondents opted for both.
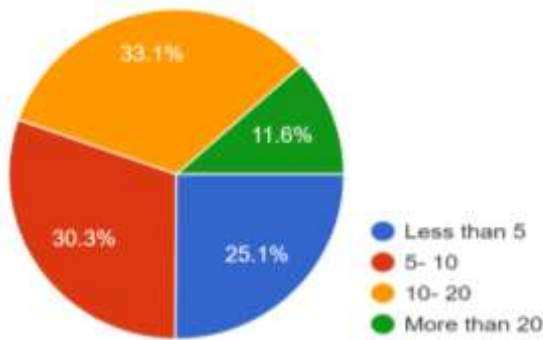

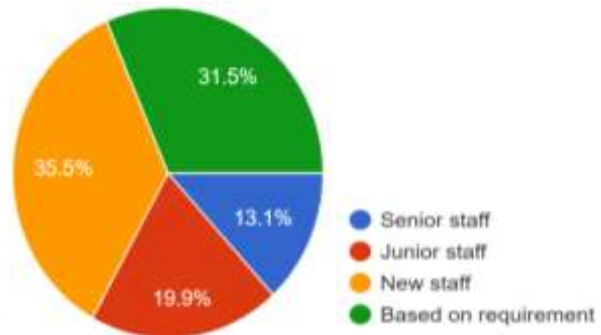**Figure 4**: Trainings attended in a year

Figure 5: Training is given to which employees

Trainings attended in a year: On an average, trainings attended by the respondents in a year shows interesting result. 83 respondents selected 10- 20 trainings in a year, 76 said 5- 10 and 63 said less than 5. Only 29 respondents said they attend more than 20 trainings in a year.

Training is given to which employees: Training is necessary part of the employee's life. Employee needs to get trained at very stage of their professional life. One question was asked to respondents to understand in which phase the organization provides trainings to their employees. 89 (35.5%) respondents said, their organization provide training to their new or inexperienced staff. Out of 251 respondents, 79 respondents selected the option of based on requirement, their organization provide trainings to those employee who needs to get trained. Junior and senior staff are existing employees of the company, they need training when their existing knowledge and skills are outdated. 50 (19.9%) respondents said Junior staff where as 30 (13.1%) said senior staff gets training.
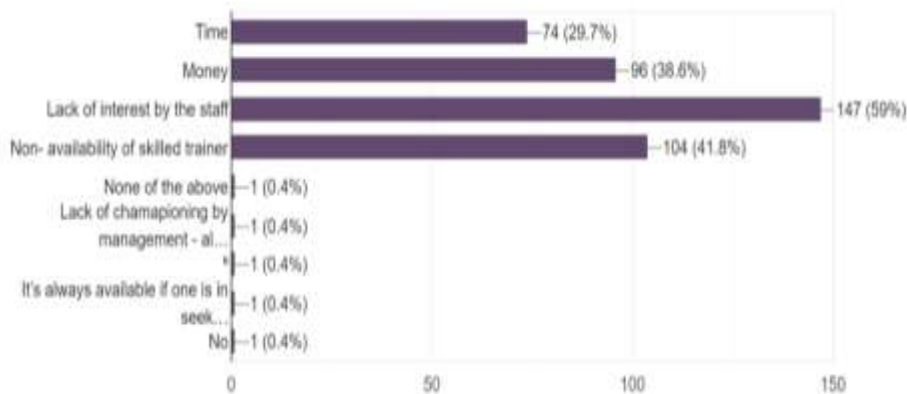

Figure 6: Most important barriers to training and development

Barriers to training and development in their organization: For 147 (59%) respondents , lack of interest by the staff was major barrier where as 104 (41.8%) of the respondents felt there is non-availability of skilled trainer in their organization. These two are the main barriers. Time and money plays an important role while providing training to the employees. If there is non- availability of proper time then trainee won't be able to focus in the tasks provided to them. 74 (29.7%) respondents said that time is a big barrier according to them whereas 96 (38.6%) respondents selected money as barrier to training and development. And there were other barriers other than these four.
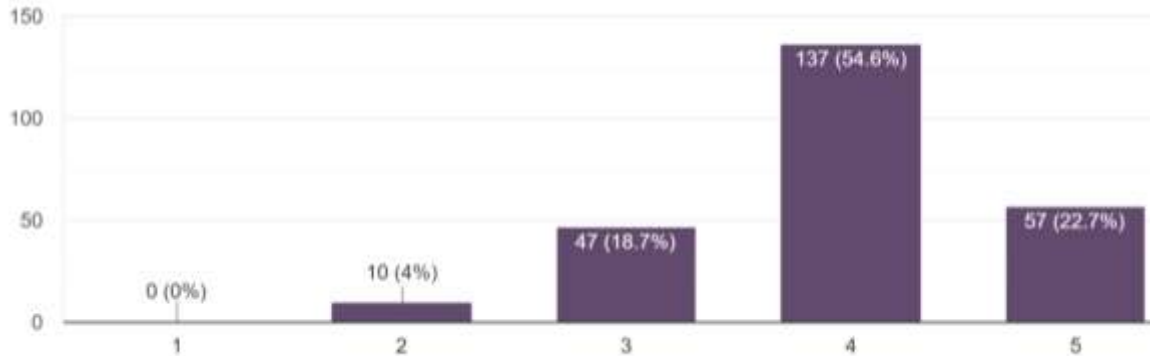
Figure 7: Training session conducted in the organization is beneficial

Training session conducted in the organization is beneficial: 77.3% (189) of the respondents agreed that training session conducted in their organization are beneficial where as 18.7% (47) of the total respondents shows a neutral view. Only 10 respondents disagree to the statement.

Appraisal is given to employees in order to keep them motivated: 120 (48.2%) respondents agree that appraisals helps the employees to keep them motivated. 69 (27.7%) respondents are neutral about this topic and 60 respondents disagree with the statements which shows that they do not count appraisals as motivating factor.
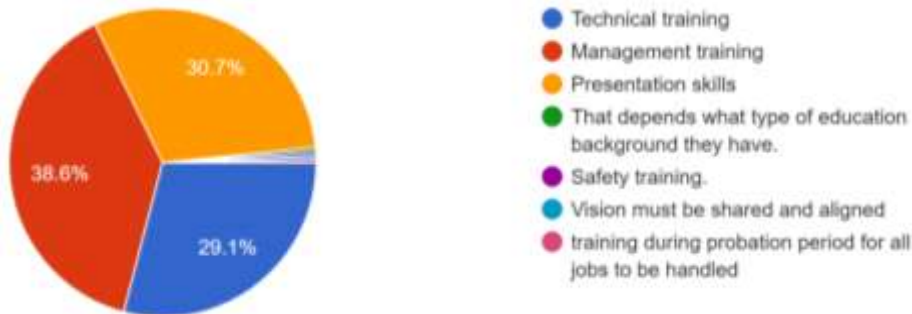
Figure 8: Training imparted to new recruitments in your organization

What type of training is being imparted for new recruitment in your organization: Among 251 respondents, 97 (38.6%) respondents replied that management training is being imparted to the new employees of their organization, 77 (30.7%) respondents said their organization provide presentation skills training and 73 (29.1%) respondents said technical skills training. Some respondents said safety training also plays an important role in developing mindset of the new recruitments.

7.3 In order to understand the perspective of the respondents after the training is complete in the organization:

Questions like improvement of employee-employer relationship, importance of cost-effective training, effectiveness of training program, and training helps the management in working on changes in the company's HR area.

Training helps to improve the employee-employer relationship: Among 251 respondents, 185 (73.7%) respondents agreed that employee-employer relationship gets improved through

proper training. According to 28 (11.2%) respondents, there is no improvement in their employee- employer relationship where as 38 (15.1%) respondents are not sure, whether it will improve their interpersonal relationship or not.

Management give importance to cost-effective training: 67.7% or 170 respondents said management gives importance to cost- effective training where as 60 respondents are not sure of management's response to this. 21 respondents said management does not give importance to cost-effective trainings at all.

Developmental activity help the management in making changes needed in the company' HR area: 169 (67.3%) respondents out of 251 said that development activity helps the management in identifying, analyzing, forecasting, and planning changes needed in the company's Human Resource

department. 60 are not sure and 22 respondents said it does not help in making changes in Human Resource department.

Training session helped to improved work efficiency: Almost 80% (199) of the respondents agreed that training sessions improves their work efficiency, they helped them to work in more active way and in less time. 23 respondents said no, it does not improved their efficiency where as 29 replied with confused mind. The reason can be they did not attended session attentively or they are not able to implement it in their work culture.

VIII. DATA INTERPRETATION
The interpretation of data will help the employees and management to understand the actual scenario of their organization. Following are the interpretations:

1) Under which Training methods you have been trained?

		Under which Training methods you have been trained?			Total
		Both	Off-the- Job	On-the-Job	
Age	18-30	39	44	41	**124**
	30-50	44	34	31	**109**
	Above 50	3	7	7	**17**
	Below 18	0	1	0	**1**
Total		**86**	**86**	**79**	**251**

Table 2: Age * Under which training method you have trained

Age group of 18- 30 respondents are 124, 41 opted for On-the-job training methods, 44 opted for Off-the-job training method and 39 opted for both methods. 18- 30 age group consists of under graduates, post graduates and professionals respondents. Most of the fresher's or inexperienced people belong to this age group who needs training in early phase of their professional life. Both, On-the-job and off-the-job training method are necessary for new employees to learn and implement those knowledge and skills in their workplace. 30-50 age group is professionals with experience. There were 109 respondents who opted for different training methods of this age group. 31

opted for on-the-job training where as 34 opted for off-the-job training method and 44 opted for both. The reason for providing training to this age group can be removal of out-dated knowledge and techniques in order to complete any task, new techniques can help employees to perform effectively and efficiently and they can achieve their target before time. Above 50 respondents are 17 in total. Both training methods are used to provide training to this age group. It is necessary to update the existing knowledge to perform well in this competitive market.

2)   How many training programs will you attend in a year?

		How many training programs will you attend in a year				Total
		10- 20	5- 10	Less than 5	More than 20	
Age	18-30	38	38	40	8	**124**
	30-50	41	34	19	15	**109**
	Above 50	3	4	4	6	**17**
	Below 18	1	0	0	0	**1**
Total		**83**	**76**	**63**	**29**	**251**

Table 3: Age * How many training programs will you attend in a year

The number of training attended by the respondents in a year represents the awareness of the management and employee regarding training programs. Employees need regular monthly internal training, full day external training through trainer at least twice a year for gaining critical knowledge and skills and whenever there is need to renew the existing knowledge of the employee. Employees are getting good amount of trainings in their early stage of professional career i.e. below 18 and 18- 30 years of age, more than 80 (approx 67%) respondents are attending more than 5 training session in a year, which shows positive response. For age g group between 30-50 years, out of 109 respondents, 90 (approx 82%) respondents are receiving opportunity of getting proper training provided by their management. 13 respondents of above 50 years of age are attending more than 5 training per year. There is need to increase the number of training provided by the management in order to increase productivity of the employees. 63 respondents attends less than 5 trainings per year, which is negative sign, it will reduce the productivity and effectiveness of the employees.

3)   Appraisal is given to employees in order to keep them motivated

		Appraisal is given to employees in order to keep them motivated					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Age	18-30	2	31	27	35	29	**124**
	30-50	3	23	33	22	26	**107**
	Above 50	1	0	9	2	5	**17**
	Below 18	0	0	0	0	1	**1**
Total		**6**	**54**	**69**	**59**	**61**	**249**

Table 4: Appraisal is given to employees in order to keep them motivated

Appraisals are motivating factor in order to motivate employees to attend training provided by the management. According to Ambily Y Jose, performance appraisal are used to decide promotions, trainings and wage adjustments. A good performance management system will motivate and enhance performance of the employees and will help to build a strong

performance culture and will discourage poor performance and behavior (Jose, 2011). 120 respondents accepted that appraisals are motivating factor for them and there is huge crowd of 18-30 age group respondents. Out of 120 respondents who agree to this statement, 64 belongs to 18-30 age group where as 48 are from 30-50 age group. As per Maslow's Hierarchy of needs and assessment theory, expression of the need for respect, recognition, status, reputation among others stimulates a strong desire in people to contribute reasonably (Dr. E. O. Aruma, 2017) in their respective workplace. New employees needs to get appraisal in their early stage in order to keep them motivated to work efficiently and after 30 years of age, they need recognition as it is part of their esteem and prestige needs or ego needs. Above 50 are 17 respondents, 7 agreed to the statement, appraisal are necessary for these employees to fulfill their self-actualization need of Maslow Hierarchy of needs. 69 respondents are neutral about the topic and 60 respondents does not agree with the statement. There is need to bring other motivating factors other than appraisals.

4) Type of training is being imparted for new recruitment in your organization?

		Type of training is being imparted for new recruitment in your organization							Total
		Technical Skills	Managem-ent Skills	Presentati-on Skills	Safety training	others	Safety training	Vision	
Age	18-30	28	51	44	0	1	0	0	124
	30-50	39	40	28	1	0	1	0	109
	Above 50	6	6	4	0	0	0	1	17
	Below 18	0	0	1	0	0	0	0	1
Total		73	97	77	1	1	1	1	251

Table 5: Age * Type of training is being imparted for new recruitment in your organization

Technical skills and soft skills like Presentation Skills, Management Skills, Public Speaking, etc are very important for new employee. Fresh employee needs to learn both the skills in order to became asset for the organization. Soft skill training are provided to those candidates who performs tasks in which they have to contact their customers directly like Sales, Marketing, Human resource, call center or customer care, etc. They need to build great communication skills to bring more revenue for the organization. Such training is done usually in small groups so that everyone receive proper time to solve their queries and trainer can give attention to each and every trainee (Ravi B. Achaliya, 2016). Management skills was selected by 97 (38.64%) respondents. Management skills is a combination of skills like planning, decision making, communication, delegation, Problem solving, etc. 91 professionals and new recruited employees who belonged to 18-50 age group, respondent to management skills as important training for new recruited employee. Presentation skills are skills which you need for delivering effective presentation to the audience. 77 (30.67 %) respondents said presentation skills is necessary for new employee. Technical skills training give opportunities to learn new & faster methods of doing same work with much higher efficiency (Ravi B. Achaliya, 2016). 73 (29.08%) respondents agreed for providing technical training to new employees.

5)   Does training helps to improve the employee-employer relationship?

		Does training helps to improve the employee-employer relationship			Total
		Maybe	No	Yes	
Age	18-30	17	18	89	**124**
	30-50	19	9	81	**109**
	Above 50	1	1	15	**17**
	Below 18	1	0	0	**1**
Total		**38**	**28**	**185**	**251**

Table 6: Age * Does training helps to improve the employee-employer relationship

The question was asked to respondents in order to understand whether training improve the employee- employer relationship or not. Good communication skills will enable employers or management to convey important information (Dumisani Xesha, 2014) and employees can share the actual feedback without any hesitation. Trainings can help the employee to trust the management easily. They can share their real views on topic and can contribute in important decision making. Out of 251 respondents, 185 (73%) agreed with the statement, 28 (11%) disagreed and 38 (15%) were not sure. Respondents who said no are from 18- 30 age group. There should be good communication from the employers in order to influence and persuade their staff to work effectively and efficiently.

6)   Does the management give importance to cost effective training?

		Does the management give importance to cost effective training			Total
		Maybe	No	Yes	
Age	18-30	29	9	86	**124**
	30-50	28	12	69	**109**
	Above 50	3	0	14	**17**
	Below 18	0	0	1	**1**
Total		**60**	**21**	**170**	**251**

Table 7: Age * Does the management give importance to cost effective training

Cost-effective training is important for the management of any organization. If any organization is utilizing more amount of money than actually required in providing training & development program, there will be unequal distribution of finance with the Human resource department of the company. There should be proper balance of the funding within every department of the company. Out of 251 respondents, 170 respondents agreed that the management provide cost-effective training to their employees. 18- 30 and 30- 50 age group people agreed that their company provides them cost-effective training which is positive respond. 60 respondents are not sure about their knowledge regarding this topic, there should be clear

communication between employees and management. 21 respondents opted for no. Management needs to provide training in most

affordable rate in order to maintain proper balance of the expenditure of the organization.

7) Developmental activity help the management in changes needed in the Human resource area:

		Developmental activity help the management in changes needed in the Human resource area			Total
		Maybe	No	Yes	
Age	18-30	36	12	76	**124**
	30-50	18	10	81	**109**
	Above 50	5	0	12	**17**
	Below 18	1	0	0	**1**
Total		**60**	**22**	**169**	**251**

Table 8: Age * Developmental activity help the management in changes needed in the Human resource area

The developmental activity like providing training to the employees help the management in identifying, forecasting, analyzing, forecasting, and planning changes needed in the company's HR area, 169 (67.33%) respondents agreed to the statement, most of the respondents belong to 30- 50 age group, this age group people are existing and experienced employees of the company who needs proper attention in order to retain good talent in the organization. Training always helps the HR team of the company to understand which employees need training, how many training they need, what are the resources needed during the training and after providing training, whether training helped the employees to learn new skills and gain more knowledge, etc. After receiving proper feedback from each trainee, Human resource department can make changes accordingly. If they need to changes in the organization, they can perform that easily. 22(8.76%) respondents said No where as 60 (23.90%) respondents are not sure.

8) Do you feel the training session have helped you to improve work efficiency?

		Do you feel the training session have helped you to improve work efficiency			Total
		Maybe	No	Yes	
Age	18-30	12	15	97	**124**
	30-50	13	8	88	**109**
	Above 50	3	0	14	**17**
	Below 18	1	0	0	**1**
Total		**29**	**23**	**199**	**251**

Table 9: Age * Do you feel the training session have helped you to improve work efficiency

Most important part of providing any training is the end result for the employees who received the training. If employee is satisfied and recognize that their company is ready to spend on them, they perform well in their work. 199 (79.28%) respondents agreed that training helped them to improve their performance, 97 respondents are from 18- 30 age group. 18- 30 age group people are mostly fresh graduates. Fresh graduates always tries to join the organization which can help them to gain practical knowledge and skills through regular training. There was huge response from 30-50 age group people, 88 respondents said training aided them in performing more efficiently in their workplace. Professionals which are placed in the industry, identify that knowledge is authority and they required to retain their talents and knowledge based on current requirement of the competitive market (Khawaja Jehanzeb1, 2013). Rest 23 said no where as 29 are not sure. In order to increase the training results for the employees, management should tries to understand what are the reason for this negative response.

IX. DISCUSSION & CONCLUSION

The above literature highlighted Training and development are important for the corporate world. The purpose of this research is to examine the effectiveness of the training programs provided to employees from the various sectors from India. In order to achieve the strategic objectives of the organization, training can help them to get a competitive edge. The organization needs to train and develop their employees, In turn, they can perform to their fullest capability and enhance their effectiveness. There should be proper feedback collection after the training program is completed. Training evaluation is necessary for understanding the actual scenario of the organization.

The human resource department of the organization should come up with new techniques to attract employees for attending training programs, like appraisals, compensation, incentives, rewards, bonus, salary hikes, etc. with proper training, management can create another layer of prospective candidates for higher job positions. HR should study all the employee's needs and requirements and then decide which training method should be conducted for that employee, on-the-job or off-the-training method. Different levels of staff need a different level of training. Management should bring external skilled trainer and training should be cost-effective so that there is no disturbance in the finances of the organization, there should be a proper balance between assets and liabilities of the organization.

All the barriers like money, time, lack of interest by the staff, non-availability of a skilled trainer, etc should be overcome with time before the situation got worst.

On-the-job training and off-the-job training both are effective and can help employees to gain knowledge and skills. On- the job training is very effective and it saves money, time, and cost of the management.

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X. SUGGESTIONS:
1) Trainer, training method, training place, and trainee should be considered beforehand
2) Management should invite external trainer which will attract and bring seriousness in the employees for attending training sessions

3) Appraisal by the team, management, peers, subordinates, customers, etc can help the employee to perform to their highest capability
4) Employee's feedback should be recorded properly for making future changes and management should accept it whether the feedback is positive or negative
5) Organization should conduct more training to educate their employees
6) Training duration should be more for inexperienced or new employees so that they can learn in detail and can clear their doubts and queries

XI. LIMITATIONS

1) **Respondents error:** This error can occur when respondents are giving faulty or false details when they believe, they are protecting their integrity and personal interests
2) **Non-response error:** The questionnaire was sent to many people but a very small proportion of people responded to it after lots of reminders. The reason for not responding can be difficulty in understanding the questionnaire or illness or they don't have proper time to respond.
3) **Biased sample:** The research study is completely based on respondent's response in the questionnaires that may be biased or faulty
4) **Academic purpose:** The scope of study is limitedbecause the study is purely for academic purpose.

XII.   MANAGERIAL IMPLICATIONS

        In this continuously changing and challenging world, employee training and development is one of the most realistic sources in order to compete with the dynamic business world. The primary beneficiary of the training and development programs are employee and secondary are organization. This research study will help the management to understand the importance of providing training and development programs to their employees. Management will be able to understand whom they can improve the effectiveness of their employees by providing them suitable training and development programs. This study will assist the organization to recognize which factors should be kept in mind while providing training and how a good training session can be delivered to their employees. It will help the management understand that it is very important for them to provide training to their employees so that they can achieve their personal and professional goals and perform assigned tasks in a

better way. Without proper training, there will be no development in any organization.

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