



EMPLOYEE TRAINING AND DEVELOPMENT – A CASE STUDY OF CENTURION SOFTWARE SOLUTIONS PRIVATE LIMITED, BANGALORE

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Abstract

The present study focuses on the Employee Opinions towards “Training and Development Programs” of a Software Solutions Private Ltd. Company based in Bangalore. To collect the required data a structured questionnaire with Five Point Likert scale was used. The required data was collected from the employees of the select company through personal interview. Simple Random sampling technique was used for the present study. Tables, percentage method and Chi-square test were used as statistical tool for analysing the collected data. The study reveals that there is positive relation between Training and Development Programs and individual and organizational performance.

Keywords: *Training & Development, individual performance, organizational performance, & employee opinions*

Introduction

Training and development have emerged as critical components of strategy in recent years. More business owners are realising that investing in employee training and development not only motivates employees, but also allows the organisation to enhance employee and organizational performance. Training and Development activities not only enhances employee performance but also provides many benefits to the organization in terms of improved employee productivity, improved employee motivation and reduced employee attrition.

Training & Development Programs need to be conducted regularly to ensure employee learning and productivity, employee and organization development, employee motivation and retention.

LITERATURE REVIEW

Pallavi Kulkarni (2013): This article suggests that the process of training and development leads to qualitative and quantitative advancements in an organization, significantly at the managerial level. It is stated that training has specific areas and objectives whilst development is a continuous process less concerned with physical skills than with knowledge, values, attitudes and behavior.

Herman Aquinis (2009): Article focuses on benefits to people. Companies, organizations and community from training and development. Where it adopts multidisciplinary, multi-level and global perspective to all stakeholders. Training assessment and training design is used to define the requirements of training and development for maximization purposes. It also defines holes in the study and offers recommendations for future research.

Maimuna Muhammad nda (2013): The review outlines how companies invest in successful human resource of training and development to achieve both short-term and long-term benefits. Employees here strive to become utter on studying and upgrading the organizations expertise and awareness. Therefore, training and development is essential to corporate workforce efficiency.

Lisa A Burke, Holly M Hutchins (2007): It studies Relevant empirical research for transfer across the management, human resource development (HRD), training, adult learning, performance improvement, and psychology. This article synthesizes the developing knowledge regarding the primary factors influencing transfer work environment influences. Ultimately, a critique of the state of the transfer literature is provided and targeted suggestions are outlined to guide future empirical and theoretical work in a meaningful direction.

Oduwusi Oyewole Oluwaseun. (2018) This article reviews various literatures on the topic employee training and development. The article considers training and development as a model for organizational performance and effectiveness. The article reviews that training and development had positively correlated and claims statistical significant relationship with employee performance and effectiveness and can advance organizational growth and success. In order to improve employee training and development as well as improved performance and service delivery, it is recommended that management should increase the number of employees taking part in training and development.

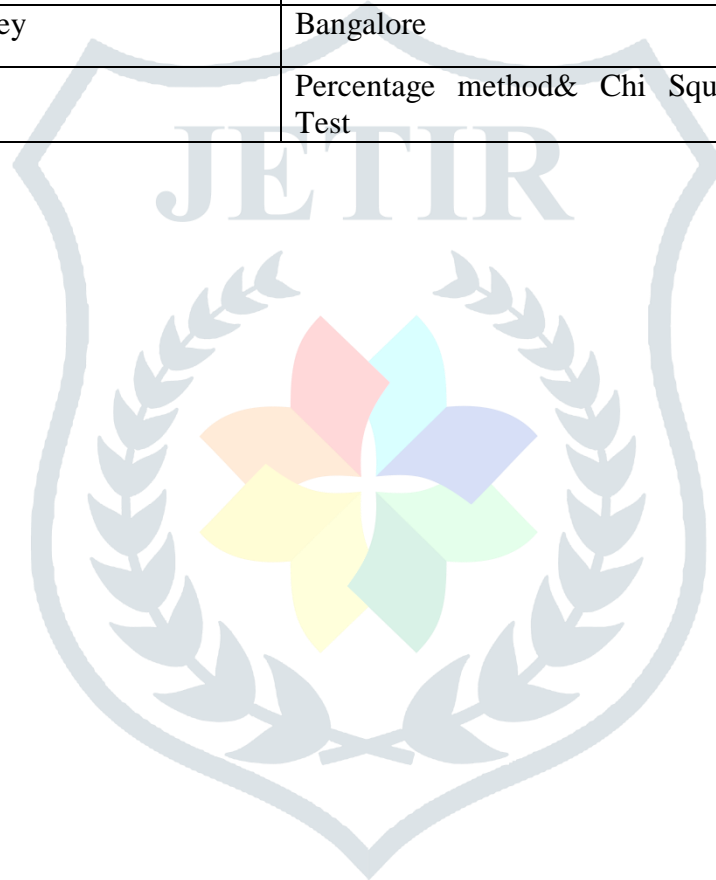
A BASIC MODEL OF TRAINING & DEVELOPMENT



RESEARCH METHODOLOGY

Research Design

Research Type	Descriptive Research
Data source	Primary and secondary data
Research instrument	Questionnaire, Personal interview
Type of questionnaire	5 Point Likert Scale
Sampling unit	125 Employees of the company
Sampling method	Simple Random sampling
Contact method	Personal interview
Location of survey	Bangalore
Data Analysis	Percentage method & Chi Square Test



OBJECTIVES OF THE STUDY

- To understand training and development activities
- To analyse employee opinions towards training and development activities
- To analyse effectiveness of training and development activities

DATA ANALYSIS AND INTERPRETATION

Table.1 Demographic analysis

Factors		Frequency	Percentage
Gender	Male	38	30.6
	Female	87	69.6
Total		125	100
Age	20 - 30	121	96.8
	31 - 40	4	3.2
	41 - 50	0	-
	Above 50	0	-
Total		125	100
Education	PUC	7	5.6
	Diploma	3	2.4
	Under graduation	50	40.3
	Post-Graduation	65	52
Total		125	100

Table 7. Do you agree with training and developmental programs enhances Organizational performance?

Factors	NO OF RESPONDENTS	PERCENTAGE
Strongly Disagree	6	4.8
Disagree	6	4.8
Neutral	20	16
Agree	75	60
Strongly Agree	18	14.4
Total	125	100

(Survey Data)

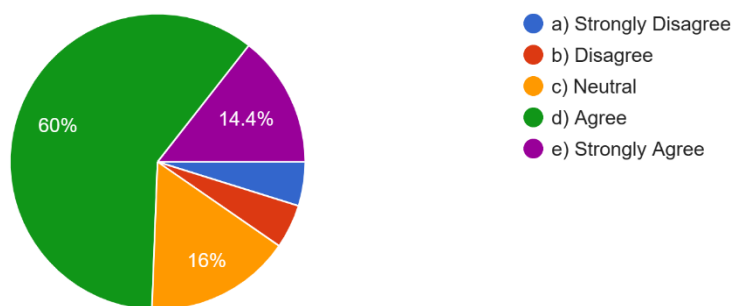


Table 8. Do you agree with training and developmental activities programmes enhances individual performance?

Factors	NO OF RESPONDENTS	PERCENTAGE
Strongly Disagree	5	4
Disagree	5	4
Neutral	14	11.2
Agree	88	70.4
Strongly Agree	13	10.4
Total	125	100

(Survey Data)

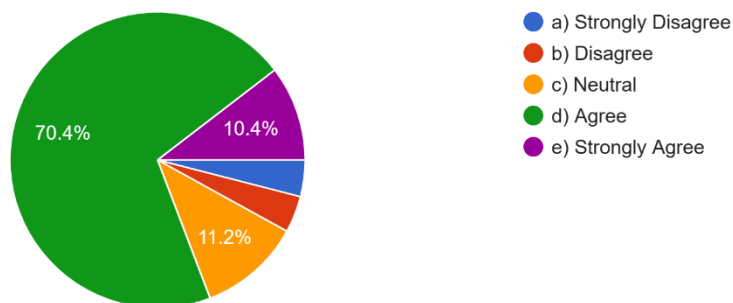
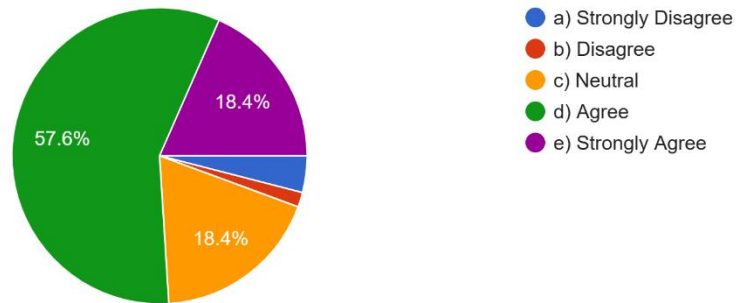


Table 10. Mode of training is effective?

Factors	NO OF RESPONDENTS	PERCENTAGE
Strongly Disagree	5	4
Disagree	2	1.6
Neutral	23	18.4
Agree	72	57.6
Strongly Agree	23	16.4
Total	125	100

(Survey Data)



H01: There is no significant relation between gender and need to adopt training for new roles.

H11: There is significant relation between gender and need to adopt training for new roles.

Training is needed to adopt new roles?

Gender	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male	1	3	6	26	10	46
Female	3	2	22	45	7	79
Total	4	5	28	71	17	125

Chi-Square Test

O	E	(O-E) ²	(O-E) ² /E
1	1.472	0.223	0.151
3	1.84	0.223	0.121
6	10.304	0.223	0.022
26	26.128	0.223	0.009
10	6.256	0.223	0.036
3	2.528	0.223	0.088
2	3.16	0.223	0.071
22	17.696	0.223	0.013
45	44.872	0.223	0.005
7	10.744	0.223	0.021
	0.535		

Degree of Freedom

$$DOF = (r-1)(c-1)$$

$$= (2-1)(5-1)$$

$$= 1 * 4$$

$$= 4$$

Calculated Value 0.535 < P Table Value = 9.488

As the Calculated value is less than P table value. Hence, the null hypothesis statement is accepted.

H02: There is no significant relation between gender and the training program help to improve work efficiency.

H12: There is significant relation between gender and the training program help to improve work efficiency.

Training program help to improve work efficiency.

Gender	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male	1	0	4	33	6	44
Female	4	5	10	55	7	81
Total	5	5	14	88	13	125

Chi-Square Test

O	E	(O-E) ²	(O-E) ² /E
1	1.76	0.578	0.328
0	1.76	3.097	1.760
4	5	1	0.203
33	31	4	0.129
6	5	1	0.219
4	3	4	1.235
5	3	4	1.235
10	9	1	0.110
55	57	4	0.070
7	8	1	0.119
			5.407

Degree of Freedom

$$DOF = (r-1)(c-1)$$

$$= (2-1)(5-1)$$

$$= 1 * 4$$

$$= 4$$

Calculated Value = 5.407

P Table Value = 9.488

As the Calculated value is less than P table value. Hence, the null hypothesis statement is accepted.

H03: There is no significant relation between gender and training and development activities enhancing individual performance.

H13: There is significant relation between gender and training and development activities enhancing individual performance.

Doyouagreewithtraininganddevelopmentalactivitiesprogramsenhancesindividualperformance?

Gender	StronglyDisagree	Disagree	Neutral	Agree	StronglyAgree	Total
Male	1	0	4	33	6	44
Female	4	5	10	55	7	81
Total	5	5	14	88	13	125

Chi-SquareTest

O	E	(O-E) ²	(O-E) ² /E
1	2.02	1.02	0.506
1	2.02	1.02	0.506
3	6.38	3.38	0.529
24	22.51	1.49	0.066
13	9.07	3.93	0.433
5	3.98	1.02	0.256
5	3.98	1.02	0.256
16	12.62	3.38	0.268
43	44.49	1.49	0.033
14	17.93	3.93	0.219
			3.073

DegreeofFreedom

$$DOF = (r-1)(c-1)$$

$$= (2-1)(5-1)$$

$$= 1 * 4$$

$$= 4$$

Calculated Value = 5.407 PTable Value = 9.488

As the Calculated value is less than Ptable value. Hence, the null hypothesis statement is accepted.

SUGGESTIONS

Even though the organization has better Training & Development Programs at the company, the company needs to review periodically the training needs of the employees based on the changing organizations strategies and the employee career development programs of the company.

Company has to make sure that after every training program feedback is taken and learning is recorded.

CONCLUSION

From the study it can be concluded that organization has effective training & development system in the organization. Employees have positive opinions towards the training & development activities practiced at the organization.

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