

**A STUDY ON EFFECTIVENESS OF TECHNICAL TRAINING AND
DEVELOPMENT PROGRAMME IN IGENUINE SOFT SOLUTIONS PVT
LTD**

Submitted in partial fulfilment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

PREETHI.N

Register No.41410236



DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY - 2023



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SCHOOL OF MANAGEMENT STUDIES

BONAFIED CERTIFICATE

This is to certify that this Project Report is the bonafide work of **N.PREETHI 41410236** who carried out the project entitled "**A STUDY ON EFFECTIVENESS OF TECHNICAL TRAINING AND DEVELOPMENT PROGRAMME IN IGENUINE SOFT SOLUTIONS PVT LTD**" under my supervision from January 2023 to March 2023.

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DECLARATION

I **PREETHI.N (41410236)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVENESS OF TECHNICAL TRAINING AND DEVELOPMENT PROGRAMME IN IGENUINE SOFT SOLUTIONS PVT LTD**” done by me under the guidance of **DR. BLESSIE PATHMU** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:05/05/2023

PLACE: Chennai

A handwritten signature in black ink, appearing to read 'Preethi.N', with a long horizontal stroke extending to the right.

PREETHI.N

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to the Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

PREETHI.N

30th March, 2023

To,

The Head of Department,

Sathyabama Institute Of Science And Technology,

Chennai.

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Preethi N (41410236)** a final-year MBA student, Sathyabama Institute Of Science And Technology, has completed the internship program from 10 January 2023 to 30 March 2023 in our organization.

She was highly motivated and hardworking. She worked sincerely at her tasks and did a very good job

We wish her great success in her future endeavours

Yours Sincerely

For, iGenuine Soft Solutions Private Limited.,

HR Manager



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ABSTRACT

Technical training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Technical training has specific goals of improving one's capability, capacity, and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics).

The Study was made at Igenuine Soft Solutions Pvt Ltd on the topic “Effectiveness of Trainee technical training and development programme”. Technical training of trainees takes place after orientation has happened. Technical training is the process of enhancing the skills, capabilities and knowledge of trainees for doing a particular job. Technical training process moulds the thinking of trainees and leads to quality performance of trainees. It is continuous and never ending in nature.

The scope of the study is concerned with ascertainment of job knowledge and skills at all levels of the organisation, Maintaining coordinational relationship among trainees, Relieving trainee grievance, Providing welfare measure to Trainee, Conducting technical training programme to the trainees

The data needed for the study has been collected from the trainees through questionnaires and through direct interviews. Analysis and interpretation has been done by using the statistical tools and data's are presented through tables and charts.

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CHAPTER I

1.1 INTRODUCTION

Technical training of trainees takes place after orientation takes place. Technical training is the process of enhancing the skills, capabilities and knowledge of trainees for doing a particular job. Technical training process molds the thinking of trainees and leads to quality performance of trainees. It is continuous and never ending in nature.

1.1.1 Importance of Technical training

Technical training is crucial for organizational development and success. It is fruitful to both employers and trainees of an organization. An trainee will become more efficient and productive if he is trained well. Technical training is given on four basic grounds:

1. New candidates who join an organization are given technical training. This technical training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions.
2. The existing trainees are trained to refresh and enhance their knowledge.
3. If any updating and amendments take place in technology, technical training is given to cope up with those changes. For instance, purchasing new equipment, changes in technique of production, computer impartment. The trainees are trained about use of new equipments and work methods.
4. When promotion and career growth becomes important. Technical training is given so that trainees are prepared to share the responsibilities of the higher level job.

1.1.2 Objectives of Trainee technical training Programmes

1. To prepare trainees to meet the varying and challenging needs of the job and organization
2. To provide knowledge and skills to new entrants and to help them to perform their role and job well.
3. To coach trainees for more complex and higher level jobs.
4. To educate trainees new and innovative ways and techniques of performing job.

1.1.3 Ways/Methods of Technical training

Technical training is generally imparted in two ways:

1. **On the job technical training-** On the job technical training methods are those which are given to the trainees within the everyday working of a concern. It is a simple and cost-effective technical training method. The in proficient as well as semi- proficient trainees can be well trained by using such technical training method. The trainees are trained in actual working scenario. The motto of such technical training is “learning by doing.” Instances of such on-job technical training methods are job-rotation, coaching, temporary promotions, etc.
2. **Off the job technical training-** Off the job technical training methods are those in which technical training is provided away from the actual working condition. It is generally used in case of new trainees. Instances of off the job technical training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of trainees have to be trained within a short time period. Off the job technical training is also called as vestibule technical training, i.e., the trainees are trained in a separate area (may be a hall, entrance, reception area, etc. known as a vestibule) where the actual working conditions are duplicated.

1.1.4 Steps in Trainee technical training Programme

Technical training programme involves the following steps:

1. **Identifying the technical training needs-** The technical training needs of each trainee should be identified. Programmes should be developed that are best suited to their needs.
2. **Prepare the trainer-** The trainer must do his home work well. He should know both what to teach and how to teach. Time management is required by the trainer. Technical training should be delivered in such a manner that the trainee should not lose the interest in the job.

3. **Prepare the trainee-** The trainee should remain active during technical training. He should know that why is he being trained. He should put across the trainer questions and doubts. The trainee should be put at ease during the technical training programme.
4. **Explain and demonstrate the operations-** The trainer should explain the logical sequence of the job. The trainee should perform the job systematically and explain the complete job he is performing. His mistakes should be rectified and the complex step should be done for him once. When the trainee demonstrates that he can do the job in right manner, he is left to himself. Through repetitive practices, the trainee acquires more skill.
5. **Follow up and feedback-** The trainee should be given feedback on how well he performed the job. He should be asked to give a feedback on the effectiveness of technical training programme.

Technical training is a process whereby an individual acquires **job-related skills and knowledge**. It is a cost to firms to pay for the technical training and also to suffer the loss of working hours whilst an trainee is being trained. However, the potential gains from trainee technical training are significant. The main benefits of technical training are improved productivity and motivation of staff and also better quality products being made.

Some of the specific reasons as to why a business should train its trainees are:

- Introduce new trainees to the business (this is known as “**induction technical training**”) – see below
- Help provide the skills the business needs (in particular making the workforce more flexible or being trained on new higher technology machinery)
- Provide trainees with better knowledge about the business and the market it operates
- Provide support for jobs that are complex and for which the required skills and knowledge are often changing (e.g. a firm of lawyers technical training staff about new legislation)

- Support the introduction of new working methods, such as a firm introducing new lean production techniques
- Reduce the need for supervision and therefore free up valuable manager time Help achieve a good health and safety record Help improve quality of a product or service and lower customer complaints
- Increase trainee motivation and loyalty to the business

1.1.5 Benefits of Trained Trainees

Technical training is a significant tool for trainee development. Technical training has assumed great importance because of exceptional rate of change in the internal and external organizational environment. The importance/benefits of trained personnel towards organizational development are as follows-

- a. Trained trainees do not require tight control and supervision as they are well aware of how to perform a job.
- b. Trained trainees can show higher performance by making optimum and best utilization of the materials, tools, equipments and other resources provided to them.
- c. Trained trainees minimize wastages of resources in the organization and work both efficiently and effectively.
- d. Technical training makes trainees more committed to an organization as the trainees are provided with growth, advancement and learning opportunities.
- e. Technical training develops a line of proficient and skilled managers as it prepares trainees for complex and higher level tasks.
- f. Trained trainees adjust to the job better and there are fewer rates of absenteeism and turnover.
- g. Trained trainees produce quality and quantity output.
- h. Trained trainees enable the organization to face competition from rival firms.
- i. Trained trainees can respond and adapt to the changing technology well.
- j. Trained trainees become more proficient and, thus, their earning potential increase

The benefits of technical training can be summed up as:

1. **Improves morale of trainees-** Technical training helps the trainee to get job security and job satisfaction. The more satisfied the trainee is and the greater is his morale, the more he will contribute to organizational success and the lesser will be trainee absenteeism and turnover.
2. **Less supervision-** A well trained trainee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts.
3. **Fewer accidents-** Errors are likely to occur if the trainees lack knowledge and skills required for doing a particular job. The more trained an trainee is, the less are the chances of committing accidents in job and the more proficient the trainee becomes.
4. **Chances of promotion-** Trainees acquire skills and efficiency during technical training. They become more eligible for promotion. They become an asset for the organization.
5. **Increased productivity-** Technical training improves efficiency and productivity of trainees. Well trained trainees show both quantity and quality performance. There is less wastage of time, money and resources if trainees are properly trained.

1.2 INDUSTRY PROFILE

Introduction

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20.

The IT industry accounted for 8% of India's GDP in 2020. According to STPI (Software Technology Park of India), software exports by the IT companies connected to it, stood at Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22.

Market Size

The IT & business service industry's revenue was estimated at ~US\$ 6.96 billion in the first half of 2021, an increase of 6.4% YoY. The export revenue of the IT industry is estimated at US\$ 150 billion in FY21. According to Gartner estimates, IT spending in India is estimated to reach US\$ 93 billion in 2021 (7.3% YoY growth) and further increase to US\$ 98.5 billion in 2022. The BPM sector in India currently employs >1.4 million people, while IT and BPM together have >4.5 million workers, as of FY21.

India's software services exports (excluding exports through commercial presence) increased by 4% in FY21 compared with FY20 and are estimated at USD 133.7 billion during 2020-21.

Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing to invest internationally to expand global footprint and enhance their global delivery centres. In line with this, in February 2021, Tata Consultancy Services announced to recruit ~1,500 technology trainees across the UK over the next year. The development would build capabilities for TCS to deliver efficiently to the UK customers. As of FY21, the IT industry employed 4.5 million people.

The data annotation market in India stood at ~ US\$ 250 million in FY20, of which the US market contributed ~ 60% to the overall value. The market is expected to reach ~ US\$ 7 billion by 2030 due to accelerated domestic demand for AI.

Investments/ Developments

Indian IT's core competencies and strengths have attracted significant investment from major countries. The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US\$ 74.12 billion between April 2000 and June 2021. The sector ranked 2nd in FDI inflows as per the data released by Department for Promotion of Industry and Internal Trade (DPIIT). Japanese investments in the Indian IT sector grew 4X between 2016 and 2020. Investments stood at US\$ 9.2 billion in the review period.

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra are diversifying their offerings and showcasing leading ideas in blockchain and artificial intelligence to clients using innovation hubs and research and development centres to create differentiated offerings.

Some of the major developments in the Indian IT and ITeS sector are as follows:

- In November 2021, Wipro partnered with TEOCO to build solutions for communication service providers (CSPs) to improve network automation, efficiency, flexibility and reliability.
- In August 2021, Tata Consultancy Services was adjudged a leader in the NelsonHall NEAT for CX Services in Banking, Financial Services and Insurance (BFSI).
- In August 2021, SAP India and Microsoft announced the introduction of TechSaksham, a collaborative skilling initiative aimed at enabling young women (from underprivileged regions) to pursue careers in technology. 62,000 women students will be trained in artificial intelligence (AI), cloud computing, web design and digital marketing as a result of this collaboration.
- In August 2021, Startek, a business process management company, announced a plan to increase its minority stake in CSS Corp to reach a wider market. It also announced a plan to recruit >2,000 trainees in India, in FY22.
- In July 2021, Wipro announced plans to invest US\$ 1 billion over the next three years to expand its cloud technology capabilities through acquisitions and collaborations.

- In July 2021, Infosys announced that it has set up an Automotive Digital Technology and Innovation Centre in Stuttgart, Germany. Automotive IT infrastructure professionals stationed in Germany will transfer from Daimler AG to the new Digital Technology and Innovation Centre as part of Infosys' relationship with Daimler.
- In July 2021, TCS expanded its strategic partnership with Royal London, the largest mutual life insurance, pensions and investment company in the UK, to help the latter transform its pension platform estate and deliver market-leading services to members and customers.
- In July 2021, Tata Technologies partnered with Stratasys, a 3D printing technology company, to provide advanced additive manufacturing technologies to the Indian manufacturing ecosystem.
- In July 2021, Tech Mahindra Foundation and Wipro GE Healthcare have joined forces to offer skilling and upskilling courses to students and healthcare technicians.
- In July 2021, HCL announced a multi-year agreement with Fiskars Group, consisting of a family of lifestyle brands including Fiskars, Gerber, Iittala, Royal Copenhagen, Waterford and Wedgwood for digital transformation.
- In July 2021, TCS launched Jile 5.0, a key release of its Enterprise Agile, on-the-cloud services, planning and delivery tool that enables enterprises to meet the large-scale development needs of multiple distributed teams.

1.3 COMPANY PROFILE

IGENUINE SOFT SOLUTIONS is a different kind of offshore outsourcing company. They bring the best of both worlds: the savings and superior quality of offshore development, and the immediacy and trust of a local company. They have often been called “The Home Team” of offshore outsourcing.

They deliver the full range of application outsourcing, business process, and consulting & systems integration services that you expect. And, because of their background serving the Global 2000, they are expert at managing the highly complex, long-term engagements that our clients require. Unlike our rivals, they work, not from contract to contract, but long-term partnerships with our customers.

They offer the financial transparency and good corporate governance practices that are expected. Governed by an independent board of directors, they comply with SEC and state regulations dictating retention of independent auditors. They eliminate potential legal issues because they pay locally prevailing salaries in every region where they operate, while observing all local tax, social security, and immigration laws. And they give back to the community, contributing to charitable and worthy causes that make our environment better.

With well over half of their business coming from financial services and healthcare, they know how to manage privacy and data security issues. The set of international regulations governing physical and network security, and are well-experienced in working with clients that implement their own U.S. standards. They are routinely audited for security by our own clients, and routinely enforce their U.S.-level standards wherever the work is performed.

Taking Offshore Outsourcing to the Next Level

They have proven methodologies that deliver the benefits of high offshore staffing ratios in as little as 6 to 8 weeks. Our approaches consistently deliver savings of 30 to 60%, and that is only the start. Our Transforming While Performing service lets their company reinvest some of the proceeds to additional savings of 40% or more by consolidating and optimizing your software portfolio, while transforming and outsourcing selected business processes.

They can execute because of their unique, client-focused culture. Unlike their competitors, they work with them over the long term. And while most of our rivals depend on local contractors, they invest heavily in recruiting key executives, and project heads, and practice leaders who are located close to our customers in North America and Europe. And they have strong management and technology depth in India, where they have been consistently ranked as the top business school recruiter.

They have the continuity and management depth to make sure that your technology supports your business, not the other way around. They back it up with the resources to deliver the cost, speed, and world-class process advantages of high offshore ratios.

Their ability to form tight partnerships with our customers has helped us pioneer the 4th Generation Offshore Outsourcing model, a new kind of outsourcing that keeps local managers close, transforming our world-class offshore teams into virtual extensions of your IT organization.

IGENUINE SOFT SOLUTIONS can help a company create new opportunities for improvement by reducing the costs of managing applications by over half. They offer a wide range of solutions that can help transform your business and technology operations to world-class excellence.

Industry Practices

VICTORY SOFTWARE SOLUTION knows your business. As the first major offshore company to organize by vertical industry segment, they have industry practice heads, domain experts, and consultants located close to our clients in North America and Europe, and at our Indian development centers. Our industry practices include Banking & Financial Services, Healthcare, Insurance, Manufacturing & Logistics, Life Sciences, Retail, and Telecommunications.

Business Technology Consulting

They provide offerings that are based on rigorous and proven methodologies and scientifically driven frameworks. In the areas of business processes, technologies and off shoring, their offerings analyze the existing environment, identify opportunities for optimization and provide a robust roadmap for significant cost savings and productivity improvement.

Advanced Solutions

Working closely with their Industry Practices, they offer state-of-the-art expertise in Application Management & Development, Outsourced Testing Services and a wide range of technologies including e-business and Enterprise Portals, Data Warehousing, CRM, ERP, EAI, e-learning and more.

Transforming While Performing

- Rationalizing the applications portfolio and infrastructure
- Consolidating support
- Improving the flexibility of applications to support emerging requirements

At **IGENUINE SOFT SOLUTIONS**, As the first major offshore company to establish vertical industry practices, they have the experts who know the competitive challenges that a company faces - and the solutions that a company needs to leap ahead of your rivals.

Their commitment to offering vertical industry practices has paid off. Our ranking as the top offshore provider in the healthcare field is just one example of the high recognition that they have earned in sectors ranging from financial services, telecommunications to Life Sciences and more.

Strong relationships

At **IGENUINE SOFT SOLUTIONS**, they go the extra mile to get the job done. That's why their client's turn to them again and again for assistance with a growing range of complex IT problems. From the beginning of every project, they add value to our offerings by assessing our complete IT environment and entire range of software applications.

1.4 NEED OF THE STUDY

- To increase productivity.
- To improve interpersonal skills and to make the organization a better place to work.
- To improve quality.
- To improve organizational climate, health and safety.
- To prepare trainee for future position.

1.5 OBJECTIVES OF THE STUDY

1.5.1 PRIMARY OBJECTIVES

- To study about the effectiveness of trainee technical training and development programme in Igenuine Soft Solutions Pvt Ltd.

1.5.2 SECONDARY OBJECTIVES

- To study the attitude of the trainee towards technical training programme.
- To analyse the performance in technical training period.
- To suggest suitable measures to improve the technical training programme.
- To study how to maintain co-ordinal relationship between trainer and trainee.
- To study how to focus on disciplinary measures.

1.6 SCOPE OF THE STUDY

- The study is conducted among the new trainee.
- The study is conducted to know the trainee performance during the technical training period.
- The study is conducted to know whether the trainee is effective in performance through technical training.
- The study is conducted to know whether the technical training increases job satisfaction and recognition.
- The study is conducted to know whether the technical training helps to handle stress, tension and frustration.

1.7 LIMITATIONS OF THE STUDY

- Some trainee was not answering properly because of lack of time to share their points.
- Due to ambiguity some skipped the questions.
- Respondent may be reluctant to give full information.
- The survey was taken from middle and lower-level management only.
- Some of the trainees were not able to answering their questions because of their lack of interest to share their opinions.

CHAPTER-II

REVIEW OF LITERATURE

Literature Review is basically a comprehensive view of the previous researches on the topic of study. It is characterized by a logical flow of ideas, appropriate referencing and use of terminology. A literature review brings background information into full scope and the scholar as well as reader gets to know the background of the study, the reasons for this particular topic and also what would the study lead to.

TRAINING:

Goldstein (2019) defines training as a systematic acquisition of skills, rules, concepts or attitudes that results in improved performance in another environment.

Flippo (2019) defines training as the act of increasing the knowledge and skills of an employee for doing a particular job. He further states that “no firm has a choice of whether to train or not; the only choice is that of method”

Hinrichs Bramley (2018) defines training as any organizationally initiated procedure, which is intended to foster learning among organizational members in a direction contributing for organizational effectiveness. The new training cycle which is an endless belt of training and development shows how validation is intrinsically linked to design and delivery, evaluation is linked to objectives and outcomes, and results linked to the organizational needs (Reeves, 2019).

A broader definition still focuses on the extent to which training “meets its objectives”.

Descy and Westphalen (2020) define this more precisely as training that “meets its objectives as defined by its funding body”.

Although employee training has become more prevalent today than 15 years ago, many companies conduct training simply for appearance sake (**Hughey & Mussnug, 2018**), instead of focusing on adult learning and development (**Wills, 2019; Hollenback & Ingols, 2019; Humphrey, 2019; Kolb’s, 2019**), experiential learning (**Whetten & Clark, 2019**); and cognitive abilities (Carter, 2020).

EVALUATION OF TRAINING:

Evaluation measures the extent to which programs, processes, or tools achieve the purpose for which they were intended.

Cronbach described evaluation as the process by which a society learns, whether personal and impressionistic or systematic and comparatively objective (Torres, Preskill, & Piontek, 2019). In this review, evaluation is defined as a study designed and conducted to assist some audience

To assess an object's merit and worth (Stufflebeam, 2020).

One major model of evaluation was identified. This model, developed by **Kirkpatrick** in 2019, remains widely used today (ASTD, 2019). The model includes four levels of measurement to assess Reaction, Learning, Behavior, and Results as related to specific training.

Warr et al. (2018) suggested that the levels in the Kirkpatrick Model may be interrelated. He

Investigated six trainee features and one organizational characteristic that might predict outcomes at each measurement level. The six trainee features studied were learning motivation, confidence about the learning task, learning strategies, technical qualifications, tenure, and age.

The reaction level was assessed using the data gathered after the training that asked about enjoyment of the training, perceptions of the usefulness of the training, and the perceptions of the difficulty of the training.

Warr et al. (2019) reported the relationship of the six individual trainee features and one organizational feature as predictors of each evaluation level. At level one, all reaction measures were strongly predicted by motivation of the participants prior to training. At level two, motivation, confidence, and strategy significantly predicted measures of learning change. Learning level scores that reflected changes were strongly predicted by reaction level scores. Findings suggested a possible link between reactions and learning that could be identified with the use of more differentiated indicators at the reaction level. At level three, trainee confidence and transfer support significantly predicted job behavior. Transfer support was a part of the organizational feature of transfer climate. Transfer

support was the amount of support given by supervisors and colleagues for the application of the training material. Warr et al. suggested that an investigation into the pretest scores might explain reasons for the behavior and generate Organizational improvements.

Bramley and Newby (2019) identify five main purposes of evaluation: feedback (linking learning outcomes to objectives, and providing a form of quality control), control (using evaluation to make links from training to organisational activities, and to consider cost effectiveness), research (determining relationships between learning, training, transfer to the job), intervention (in which the results of the evaluation influence the context in which it is occurring), and power games (manipulating evaluative data for organisational politics).

Burgoyne and Cooper (2019) and Snyder et al. (2019) discuss evaluation in terms of feedback and the resultant issue of control. A decision must be made about how and to whom evaluation feedback will be given. Evaluators are usually conversant with the purpose of the evaluation once they commence it, but this may be because they have a generalised view that the purpose of evaluation is to produce a certain set of data, or because they have determined what purpose the client wishes the evaluation to have. It is possible however that an evaluator may have no specific purpose. The identification of unanticipated side effects of the program may be an important evaluative purpose.

EFFECTIVENESS OF TRAINING:

Erlendsson (2020) defines effectiveness as the extent to which objectives are met (“doing the right things”). Engaging in the measurement of educational effectiveness creates a value-added process through quality assurance and accreditation review, and contributes to building, within the institution, a culture of evidence (**Viăsceanu, Grünberg & Pârlea, 2020**).

Wojtczak (2021) defines effectiveness in the context of medial education as a measure of the extent to which a specific intervention, procedure, regimen, or service, when deployed in the field in routine circumstances, does what is intended to do for a specified population. In the health field, it is a measure of “output” from those health services that contribute towards reducing the dimension of a problem or improving an unsatisfactory situation.

West (2019) argues that in relation to training, as opposed to education, one way of looking at the issue of effectiveness is in terms of whether there are “identifiable economic outcomes”. A

broader definition still focuses on the extent to which training “meets its objectives”.

Descy and Westphalen (2018) define this more precisely as training that “meets its objectives as defined by its funding body”. This is a useful definition since it is undoubtedly the funding body that ultimately decides whether or not training will be made available. Whilst this is a useful test, there are two points to bear in mind. First, it is not always the case that the funders’ precise objectives are transparent, although their general aims may be; Second, whilst the funders may have objectives, it is only by relating the extent to which these are perceived to have been met by the various stakeholders (e.g. individuals, enterprises) that one can really understand the extent to which the training has been effective. There may also be unintended consequences of training that aid an individual’s employability, for example, improving “soft skills” such as an individual’s self-esteem, motivation or ability to work in a team.

Saiyadain and Juhary (2019) conducted a study on managerial training in Malaysia and their findings on training effectiveness showed that most organizations seem to lack the formal mechanisms to assess training effectiveness. They suggested that top management attitude was important for training to be effective.

Since the introduction of Tyler’s (2019) evaluation model, many other models have emerged, each reflecting the evaluation requirements of its time. McCoy and Hargie (2020) list some existing models: Goal-free evaluation (Scriven, 2019), Campbell’s (2019)

scientific approach, illuminative evaluation (**Parlett & Hamilton, 2020**), utilization-focused evaluation (Patton, 2019), the responsive mode that takes into account environmental and stakeholders' needs (**Cronbach, Ambron, Dornbusch, Hess, Hornik, Phillips, Walker & Weiner, 2019**), fourth generation evaluation (**Guba & Lincoln, 2020**) and realistic evaluation (**Pawson & Tilley, 2019**). Goal-based and systems-based approaches are predominantly used in the evaluation of training (Philips, 2021). Various frameworks for evaluation of training programs have been proposed under the influence of these two approaches.

Carroll et al., (2019) expressed that in a effort to valuable the effectiveness of training directors were asked to evaluate nine training techniques on their effectiveness in achieving knowledge acquisition, changing attitudes, providing problem achieving knowledge retention. For this purpose, a questionnaire was issued to 200 training directors with a request to rank the above methods from highly "effective (5) to non-effective (1). The directors judged the "programmed function" as the most useful technique, where knowledge acquisition and knowledge retention were important "sensitivity training" ranked highest on changing attitudes and developing inter-personal skills. The case study method led in the problem solving skill category and the "conference" method was said to be most effective in gaining participant acceptance.

Endres and Kleiner (2020) use Kir Kpatrick's model in suggesting an approach to evaluating the effectiveness of management training. They cause against relying on in house performance- appraisal systems as the primary measure of transfer of learning as it is difficult to separate the effects of training efforts from those of other factors. Instead, they suggest setting initial performance objectives and monitoring accomplishment of those objectives after training. They offer an example in which participants write personal and professional objectives at the end of the training experience. These objectives are then sent to the participants approximately a week after training. Two months later they are sent again, and the participants are asked to comment on their performance against these objectives. A certificate of completion for the training is issued only after each participant's feedback is secure.

Bennis Warren and Robert chin(2019) in this study “trainees will change their behavior if they become aware of better ways of performing (more productive or otherwise more satisfactory ways) and gain experience in the pattern of behavior so that it becomes their normal manner of operation.”

Jeff Hariss.O (2020) observes that training of any kind should have as its objective the redirection or improvement of behavior so that the performance of the trainee becomes more useful and productive for himself and for the organization .Training normally concentrates on the improvement of operative skills, interpersonal skills, decision making skills or combination of all these skills.

Goldstein (2019) observed that training has begin with the assessment of training needs. It has to be based on the empirical basis of learning process influenced by the environment requirement of the trainee. He also offers various institutional approaches such as experimental control proceeds and programme instruction procedure.

Gaertner and Nollen (2018) in their study on “**Level of Organization Commitment**” identified that commitment tended to be related to employee’s perceptions of organizational efforts to provide them with training. Competence development practices (e.g., Job rotation programmes, mentoring, and training) convey to employees that the organization considers human resources to be a competitive advantage.

Jean (2019) in his study on “**Evaluation on Training**” identifies that the training evaluation is always a challenging area especially when training a new recruiter because it is necessary to have clear understanding of their baseline before the training starts, otherwise one cannot be sure how far employees have progressed as a result to their participation in training. Therefore, return on investment works much better when a full training need analysis is undertaken at the beginning of the work.

William James (2019, P.18) of Harvard University reports that employee could retain their jobs by working at mere 20-30 percent of their potential. His research led him to believe that if these same employees were properly motivated, they could work at 80-90 percent of their capabilities. Behavioral science concepts like motivation and enhanced productivity could well be used for such improvement through the effective and efficient use of learning resources.

Jack Welch (2019, P.21) Companies can't promise lifetime employment, but by constant training and education we may be able to guarantee lifetime employability. Organization and individual should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource development. Employee training is a specialized function and is one of the fundamental operative functions for human resources management.

CHAPTER - III

RESEARCH METHODOLOGY

In general “research” can be termed as an inquiry in to the nature of, the reason for, and the consequences of any particular set of circumstances. It is the process of finding solution for a problem after a thorough study and analysis of the situation factors. It tries to solve complex and complicated problem through use of various tools and techniques. These tools and techniques try to bring out a logical, accurate and scientific solution to given problems.

“METHODOLOGY” as the name suggests is the method through which the problem or situation is tackled. Managers in organization constantly engaged themselves in studying and analyzing issues and hence are involved in some form of research activity as they make decisions at the work place. It involves a lot of factors like research design, sample size, segment, and techniques of sampling, tools used etc all these steps and factors put together to bring out a clear and accurate result.

The research methodology adopted for the present study has been systematic and was done in accordance to the objectives set, which has been discussed in the earlier pages.

3.1 RESEARCH DESIGN:

A research is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact the research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. The research design adapted in the study was descriptive study.

3.2 DESCRIPTIVE RESEARCH:

Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present. The main characteristic of this method is that the researcher has no control over the variables; research can only report what has happened or what is happening. A descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation. Descriptive studies are also undertaken to understand the characteristics of organizations that follow certain common practices.

3.3 SOURCE OF DATA:

Data refers to information or facts. The two main sources of data for the present study Have been primary data and the secondary data.

➤ PRIMARY DATA:

Primary data consist of original information collected for specific purpose. This project relied on the trainees. Structured undisguised questionnaire was used to collect the primary data.

➤ SECONDARY DATA:

Secondary data consists of information that already exists somewhere having been collected for some other purpose. The secondary data is obtained from the company data base, text books, Internet and Journals.

3.4 SAMPLING PLAN:

➤ POPULATION:

Population or universe can be defined as the complete set of items, which are of interest in any particular situation in case of population data is collected from each and every unit.

➤ **SAMPLING UNIT:**

This answers who is to be surveyed. The researcher must define target population that will be sampled; once this is determined a sampling frame is developed so that everyone in the target population has an equal chance of being selected.

➤ **SAMPLE:**

Sample denotes the entire part of the universe, which studied and conclusion are drawn on this basis for the entire universe.

➤ **SAMPLE DESIGN:**

In this project random sampling was used, the target group from which information was sort are more or less homogenous and therefore a random sampling was done, of course considering the various groupings among the workers based on age, experience, qualification. This was done without any bias and with fullest cooperation of the personal department.

➤ **SAMPLE SIZE:**

An important decision that has to be taken is adopting the sampling technique is about the size of the sample. Size of the sample means the number of sampling units selected from the population for investigation. It answers, "How many people should be surveyed. Sample Size is 167.

➤ **PILOT SURVEY**

A pilot survey was conducted in order to discover the shortcoming schedules and Corresponding Changes were made before journal survey. Based on this some of Questions are modified in order to get the predictable response.

➤ **QUESTIONNAIRE CONSTRUCTION**

In constructing questionnaire, care was taken to investigate the difficulties that the respondent may face while answering them. It was prepared keeping in view the objective of the study. During the constructing care was taken to avoid questions, this may lead to relevant information. The questions were arranged in a logical order/sensible sequence. The questionnaire consists of a variety of questions presented to the trainees for their response. Dichotomous questions, multiple-choice questions and rating scale were used in constructing the questionnaire.

3.5 STATISTICAL TOOLS USED

To arrange and interpret the collected data the following statistical tools were used.

1. Percentage Method
2. Weighted Average Method
3. Chi-square Analysis
4. Correlation

➤ **Percentage Method:**

The percentage method was extensively used for findings various details. It is used for making comparison between two or more series of data. It can be generally calculated.

$$\text{Percentage of Respondent} = \frac{\text{No of Respondent}}{\text{Total no. of Respondents}} \times 100$$

➤ **Weighted Average Method:**

In the Weighted Average Method, the weighted average can be calculated by the following formula

$$\text{Weighted average} = \frac{\sum WX}{\sum X}$$

Here,

XW represents the weighted average

“X1, X2, X3.....Xn” represents the value for variable values

“W1, W2, W3.....Wn” represents the weight age given to the variable.

➤ **Chi – Square Analysis**

Chi – square analysis in statistics to test the goodness of fit to verify the distribution of observed data with assumed theoretical distribution. Therefore, it is a measure to the divergence of actual and Expected frequencies. It makes no assumptions about the population being sampled. The quantity χ^2 (Chi-square) describes the magnitude of discrepancy between theory and observation. If χ^2 is zero, it Means that the observed and expected frequency completely coincides. The greater the value of χ^2 , The greater would be the discrepancy between observed and expected frequencies.

The formula for computing Chi – Square (χ^2) is as follows.

$$\chi^2 = \frac{(O-E)^2}{E}$$

The calculated value of χ^2 is compared with the table of χ^2 for given degrees of freedom at specified level of Significance. If the calculated value of χ^2 is greater than the value then the difference between theory and observation is considered to be significant. On the other hand, if the calculated value of χ^2 is less than the table value then the difference between theory and observation is not considered to be significant. The degrees of freedom is $(n - 1)$ where 'n' is number of observed frequencies.

CHAPTER-IV

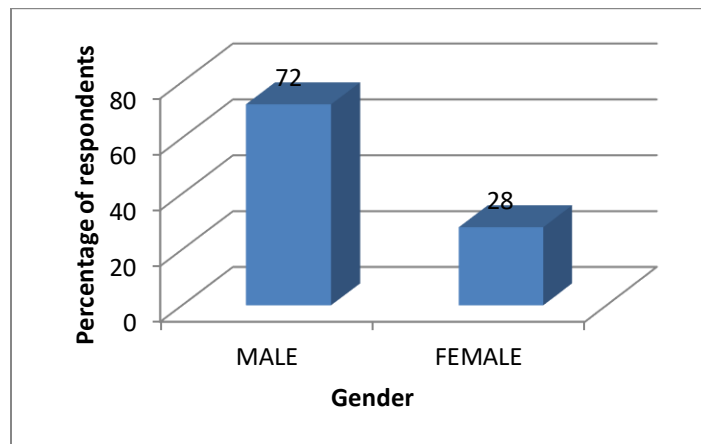
DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE:4.1.1 GENDER CLASSIFICATION OF THE RESPONDENTS

GENDER	RESPONDENTS	PERCENTAGE
MALE	121	72
FEMALE	46	28
Total	167	100

CHART:4.1.1 GENDER CLASSIFICATION OF THE RESPONDENTS



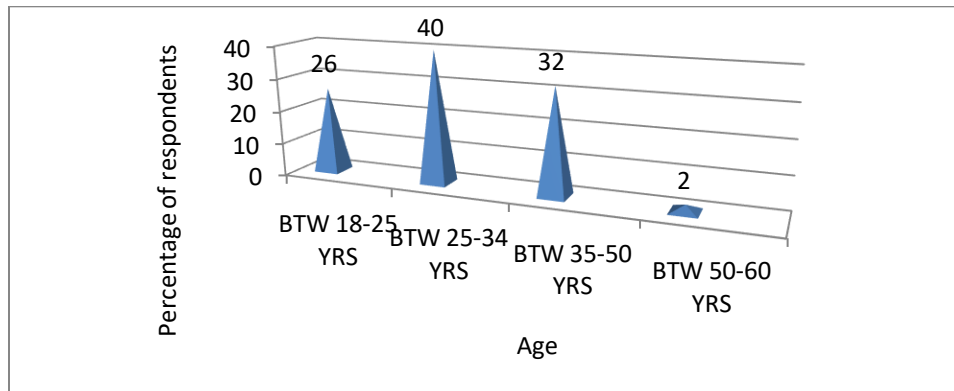
INTERPRETATION

From the above table it is inferred that 72 percent of the respondents are male and 28 per cent of the respondents are female.

TABLE:4.1.2 AGE CLASSIFICATION OF THE RESPONDENTS

AGE CLASSIFICATION OF THE RESPONDENTS	RESPONDENTS	PERCENTAGE
BTW 18-25 YRS	44	26
BTW 25-34 YRS	66	40
BTW 35-50 YRS	53	32
BTW 50-60 YRS	4	2
Total	167	100

CHART: 4.1.2 AGE CLASSIFICATION OF THE RESPONDENTS



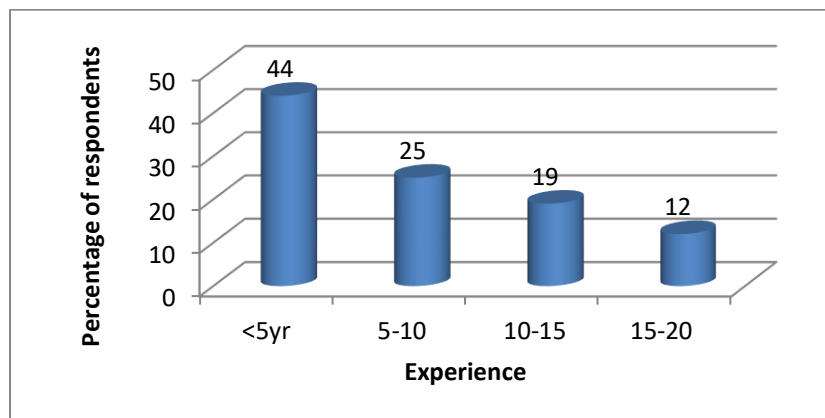
INTERPRETATION

From the above table it is inferred that 40 per cent of the respondents fall under the age category of 25 - 34 years, 32 per cent of the respondents fall under the age category of 35 -50 years, 26 per cent of the respondents fall under the age category of 18-25 years and 2 per cent of the respondents fall under the age category of 50-60 years.

TABLE: 4.1.3 WORK EXPERIENCE OF THE RESPONDENTS

WORK EXPERIENCE	RESPONDENTS	PERCENTAGE
<5yr	73	44
5-10	42	25
10-15	32	19
15-20	20	12
Total	167	100

CHART: 4.1.3 WORK EXPERIENCE OF THE RESPONDENTS



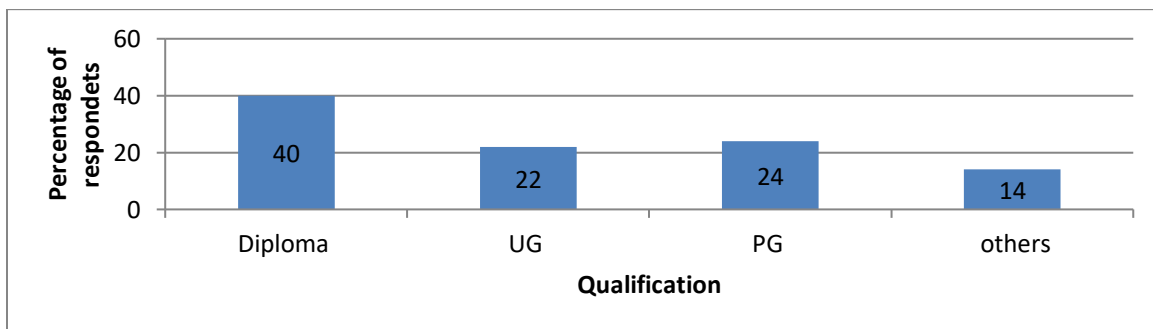
INTERPRETATION

From the above table it is inferred that 44 per cent of the respondents have the work experience of <5yr, 25 per cent of the respondents have the work experience between 5-10, 19 per cent of the respondents have the work experience between 10-15 and 12 per cent of the respondents have the work experience between 15-20.

TABLE: 4.1.4 EDUCATIONAL QUALIFICATION

EDUCATIONAL QUALIFICATION	RESPONDENTS	PERCENTAGE
Diploma	65	40
UG	37	22
PG	41	24
others	24	14
Total	167	100

CHART: 4.1.4 EDUCATIONAL QUALIFICATION



INTERPRETATION

From the above table it is inferred that 40 per cent of the respondents have educational qualification in diploma, 24 per cent of the respondents have educational qualification in PG, 22 per cent of the respondents have educational qualification in UG and 14 per cent of the respondents have educational qualification is others.

TABLE: 4.1.5 SALARY

SALARY	RESPONDENTS	PERCENTAGE
Below 10000	85	51
10000-20000	47	28
20000- 30000	21	13
Above 30000	14	8
Total	167	100

CHART: 4.1.5 SALARY



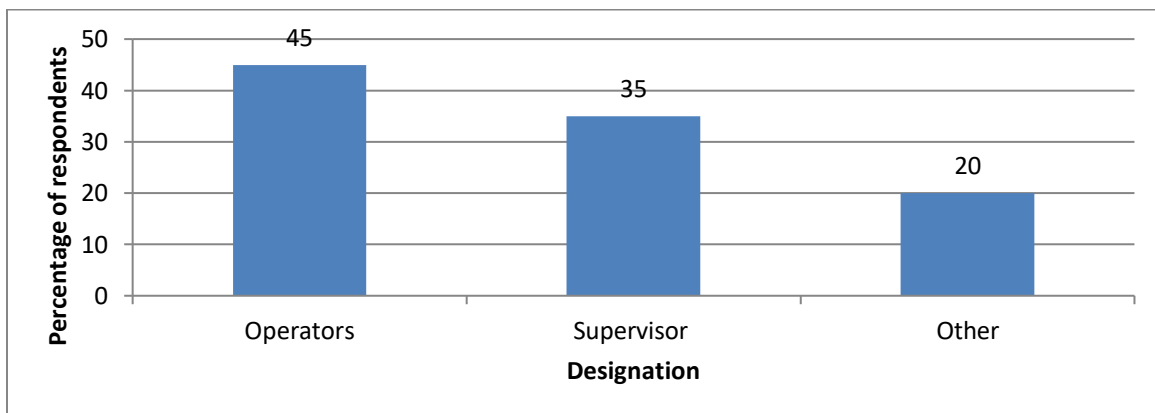
INTERPRETATION

From the above table it is inferred that 51 per cent of the respondent's earning salary are below 10000, 28 percent of the respondent's earing salary are 10000-20000, 13 percent of the respondent's earing salary are 20000-30000 and 8 per cent of the respondent's earning salary are above 30000.

TABLE: 4.1.6 DESIGNATION

DESIGNATION	RESPONDENTS	PERCENTAGE
Operators	75	45
Supervisor	59	35
Other	33	20
Total	167	100

CHART: 4.1.6 DESIGNATION



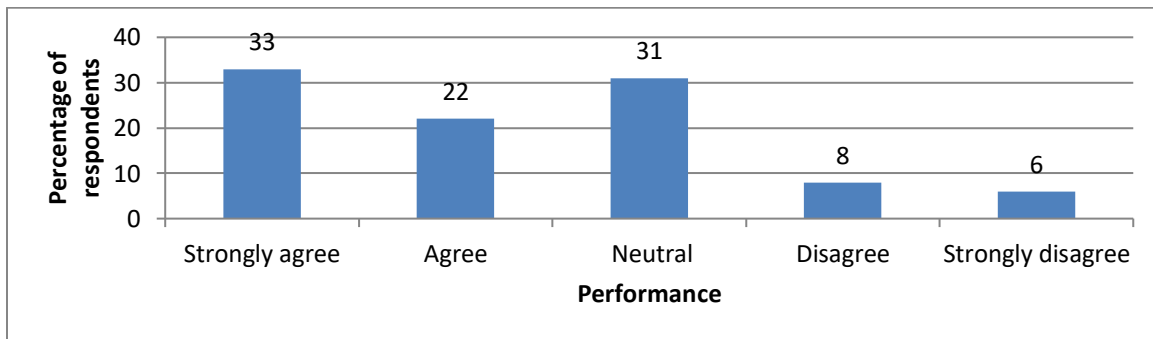
INTERPRETATION

From the above table it is inferred that 45 per cent of the respondent's designation is operator, 35 percent of the respondent's designation is operator and 20 per cent of the respondent's designation is other.

**TABLE: 4.1.7 INDUCTION PROGRAM IS REQUIRED FOR BETTER
PERFORMANCE**

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	55	33
Agree	37	22
Neutral	51	31
Disagree	14	8
Strongly disagree	10	6
Total	167	100

**CHART: TABLE: 4.1.7 INDUCTION PROGRAM IS REQUIRED FOR BETTER
PERFORMANCE**



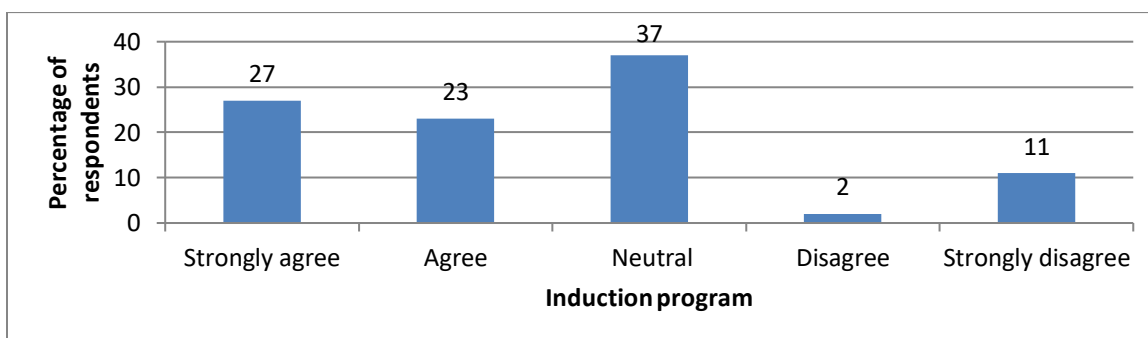
INTERPRETATION

From the above table it is inferred that 33 per cent of the respondents say strongly agree that the induction program is required for better performance, 31 per cent of the respondents say Neutral that the induction program is required for better performance, 22 per cent of the respondents say agree that the induction program is required for better performance, 8 per cent of the respondents say disagree that the induction program is required for better performance and 6 per cent of the respondents say strongly disagree that the induction program is required for better performance.

TABLE: 4.1.8 THE INDUCTION PROGRAM HELPS TO UNDERSTAND THE PRODUCT, POLICY AND PROCEDURE FOLLOWED BY IGENUINE SOFT SOLUTIONS PVT LTD

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	45	27
Agree	38	23
Neutral	62	37
Disagree	4	2
Strongly disagree	18	11
Total	167	100

CHART: 4.1.8 THE INDUCTION PROGRAM HELPS TO UNDERSTAND THE PRODUCT, POLICY AND PROCEDURE FOLLOWED BY IGENUINE SOFT SOLUTIONS PVT LTD



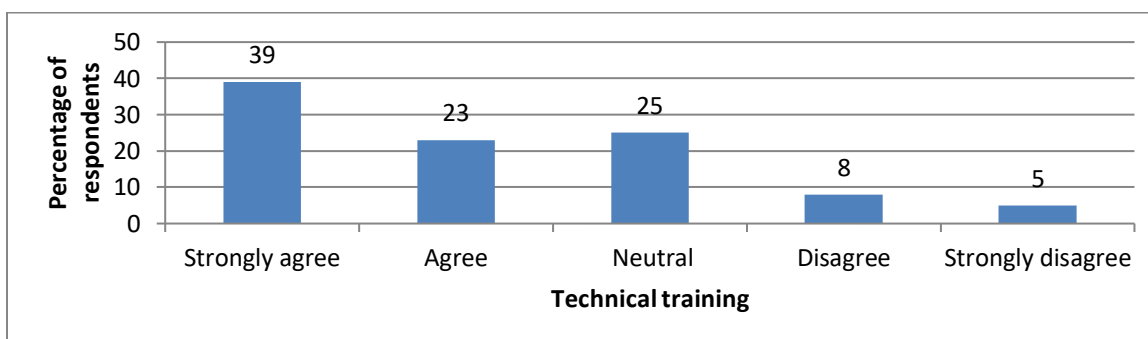
INTERPRETATION

From the above table it is inferred that 37 per cent of the respondents agree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd, 27 per cent of the respondents Strongly agree that the induction program helps to understand that product, 23 per cent of the respondents agree that the induction program helps to understand that product, 11 per cent of the respondents Strongly disagree that the induction program helps to understand that product and 2 per cent of the respondents say disagree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

TABLE: 4.1.9 TECHNICAL TRAINING NEED IDENTIFICATION METHODOLOGY IT HELPS TO FULFILL THE FUNCTIONAL AND BEHAVIOURAL COMPETENCY

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	65	39
Agree	38	23
Neutral	42	25
Disagree	14	8
Strongly disagree	8	5
Total	167	100

CHART: 4.1.9 TECHNICAL TRAINING NEED IDENTIFICATION METHODOLOGY IT HELPS TO FULFILL THE FUNCTIONAL AND BEHAVIOURAL COMPETENCY



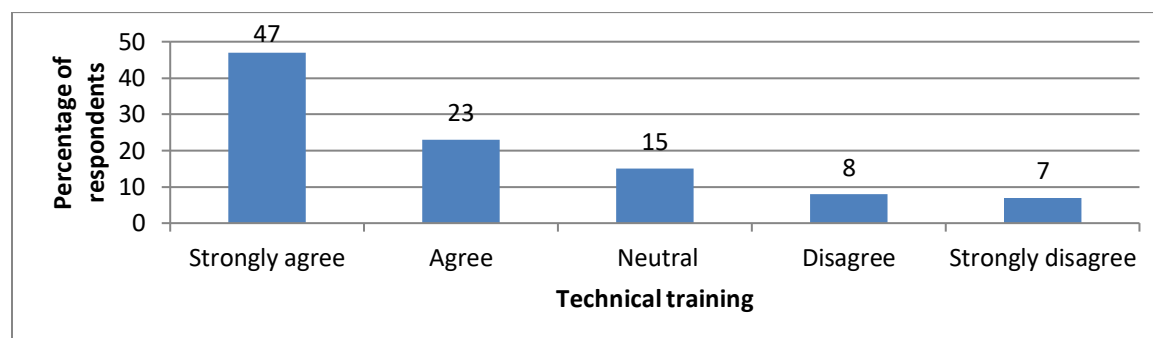
INTERPRETATION

From the above table it is inferred that 39 per cent of the respondents strongly agree that the technical training need identification methodology, 25 per cent of the respondents neutral that the technical training need identification methodology, 23 per cent of the respondents agree that the technical training need identification methodology, 8 per cent of the respondents disagree that the technical training need identification methodology and 5 per cent of the respondents strongly disagree that the technical training need identification methodology it helps to fulfill the functional and behavioural competency.

TABLE: 4.1.10 THE TECHNICAL TRAINING PROGRAM IN IGENUINE SOFT SOLUTIONS PVT LTD IS WELL PLANNED WITH TECHNICAL TRAINING CALENDAR

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	78	47
Agree	38	23
Neutral	25	15
Disagree	14	8
Strongly disagree	12	7
Total	167	100

CHART: 4.1.10 THE TECHNICAL TRAINING PROGRAM IN IGENUINE SOFT SOLUTIONS PVT LTD IS WELL PLANNED WITH TECHNICAL TRAINING CALENDAR



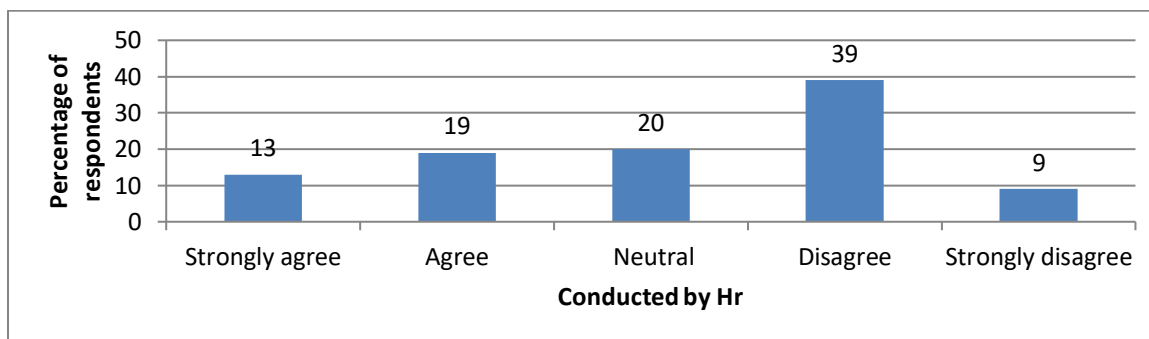
INTERPRETATION

From the above table it is inferred that 47 per cent of the respondents say strongly agree that the technical training program in Igenuine Soft Solutions Pvt Ltd, 23 per cent of the respondents say agree that the technical training program in Igenuine Soft Solutions Pvt Ltd, 15 per cent of the respondents say Neutral that the technical training program in Igenuine Soft Solutions Pvt Ltd and 7 per cent of the respondents say strongly disagree that the technical training program in Igenuine Soft Solutions Pvt Ltd is well planned with technical training calendar.

TABLE: 4.1.11 ARE YOU SATISFIED WITH THE DURATION OF THE TECHNICAL TRAINING PROGRAM CONDUCTED BY HR

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	21	13
Agree	32	19
Neutral	34	20
Disagree	65	39
Strongly disagree	15	9
Total	167	100

CHART: 4.1.11 ARE YOU SATISFIED WITH THE DURATION OF THE TECHNICAL TRAINING PROGRAM CONDUCTED BY HR



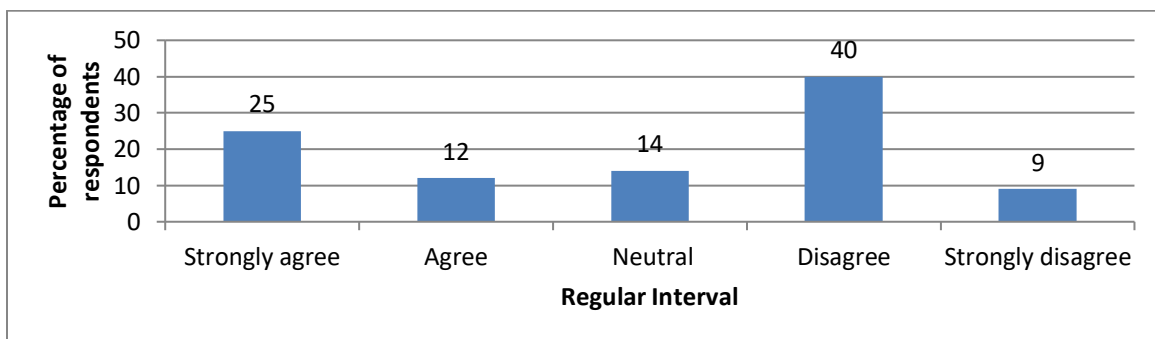
INTERPRETATION

From the above table it is inferred that 39 per cent of the respondents are disagree with the duration of the technical training program conducted by HR, 20 per cent of the respondents are Neutral with the duration of the technical training program conducted by HR, 19 per cent of the respondents are agree with the duration of the technical training program conducted by HR and 9 per cent of the respondents are strongly disagree with the duration of the technical training program conducted by HR.

TABLE: 4.1.12 THE TECHNICAL TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN IGENUINE SOFT SOLUTIONS PVT LTD

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	42	25
Agree	20	12
Neutral	23	14
Disagree	67	40
Strongly disagree	15	9
Total	167	100

CHART: 4.1.12 THE TECHNICAL TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN IGENUINE SOFT SOLUTIONS PVT LTD



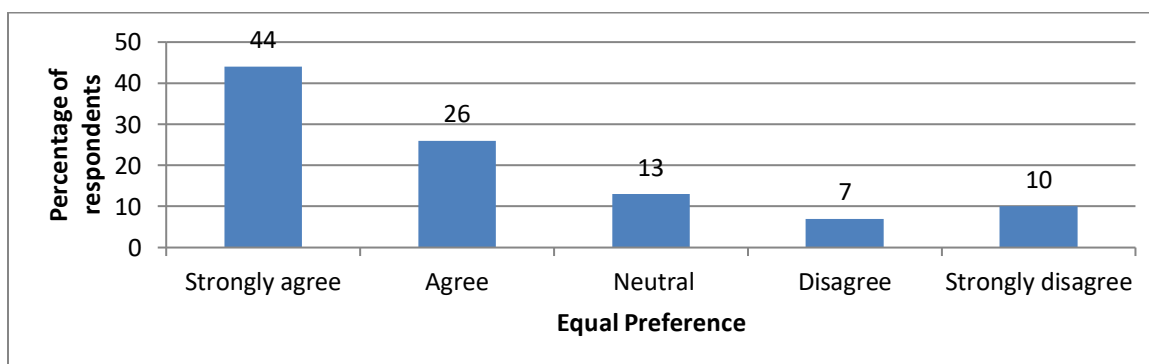
INTERPRETATION

From the above table it is inferred that 40 per cent of the respondents say disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd, 25 of the respondents Strongly agree that the technical training program, 14 per cent of the respondents Neutral that the technical training program, 12 Per cent of the respondents agree that the technical training program, and 9 per cent of the respondents say strongly disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd.

TABLE: 4.1.13 EQUAL PREFERENCES IS GIVING TO ON-THE-JOB TECHNICAL TRAINING AND OFF THE JOB TECHNICAL TRAINING

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	73	44
Agree	44	26
Neutral	22	13
Disagree	12	7
Strongly disagree	16	10
Total	167	100

CHART: 4.1.13 EQUAL PREFERENCES IS GIVING TO ON-THE-JOB TECHNICAL TRAINING AND OFF THE JOB TECHNICAL TRAINING



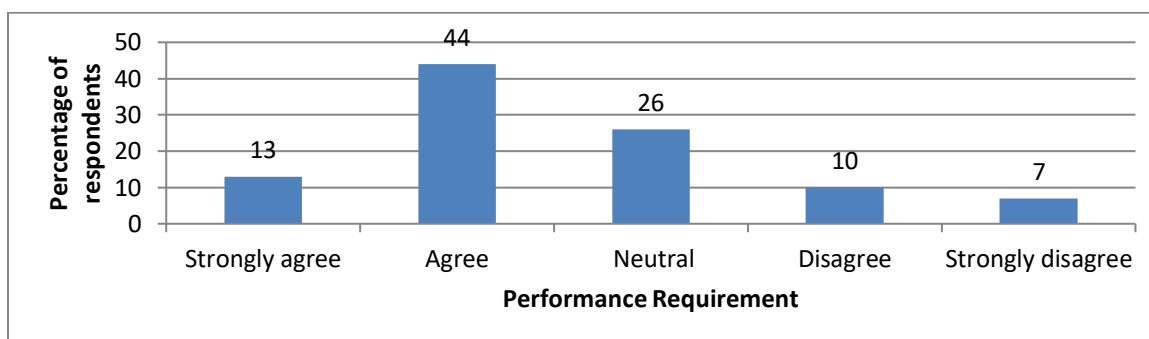
INTERPRETATION

From the above table it is inferred that 44 per cent of the respondents say strongly agree that the equal preferences is giving to the on the job technical training and off the job technical training, 26 per cent of the respondents agree that the equal preferences is giving to the on the job, 13 per cent of the respondents Neutral that the equal preferences is giving to the on the job, 10 per cent of the respondents Strongly disagree that the equal preferences is giving to the on the job and 7 per cent of the respondents say disagree that the equal preferences is giving to the on the job technical training and off the job technical training.

TABLE: 4.1.14 THE TECHNICAL TRAINING PROGRAM THAT HAVE ATTENDED IS RELEVANT TO THE CURRENT PERFORMANCE REQUIREMENT

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	22	13
Agree	73	44
Neutral	44	26
Disagree	16	10
Strongly disagree	12	7
Total	167	100

CHART: 4.1.14 THE TECHNICAL TRAINING PROGRAM THAT HAVE ATTENDED IS RELEVANT TO THE CURRENT PERFORMANCE REQUIREMENT



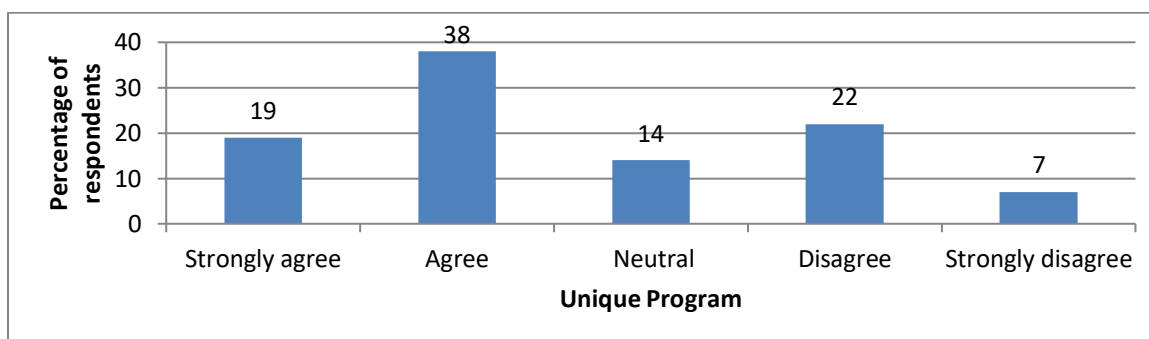
INTERPRETATION

From the above table it is inferred that 44 per cent of the respondents say agree that they have attended technical training program is relevant to the current performance requirement, 26 per cent of the respondents Neutral that they have attended technical training program, 13 per cent of the respondents say strongly agree that they have attended technical training program and 7 per cent of the respondents say strongly disagree that they have attended technical training program is relevant to the current performance requirement.

TABLE: 4.1.15 TECHNICAL TRAINING IS GIVEN BY HR FULFILL TO REQUIRE UNIQUE PROGRAM

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	32	19
Agree	63	38
Neutral	24	14
Disagree	36	22
Strongly disagree	12	7
Total	167	100

CHART: 4.1.15 TECHNICAL TRAINING IS GIVEN BY HR FULFILL TO REQUIRE UNIQUE PROGRAM



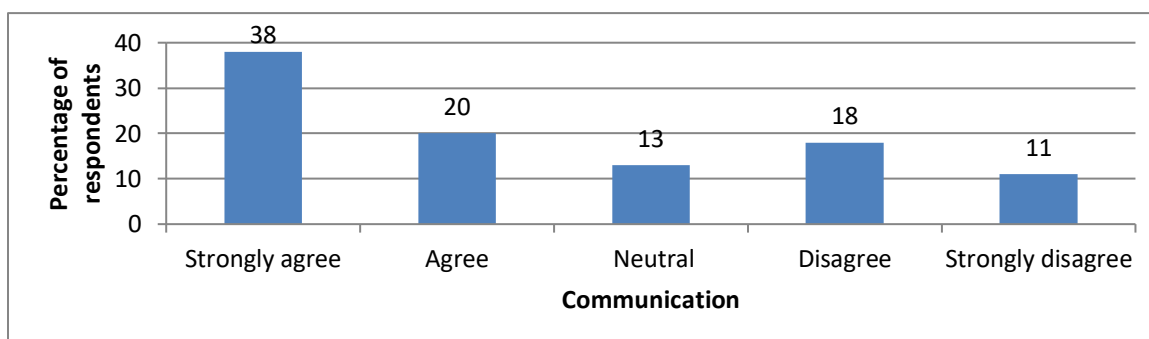
INTERPRETATION

From the above table it is inferred that 38 per cent of the respondents say agree that the technical training is given by HR, 22 per cent of the respondents disagree that the technical training is given by HR, 19 per cent of the respondents Strongly agree that the technical training is given by HR, and 7 per cent of the respondents say strongly disagree agree that the technical training is given by HR is fulfill to require their unique program.

TABLE: 4.1.16 HR IS PROVIDING THE COMMUNICATION ABOUT THE TECHNICAL TRAINING PROGRAM IN ADVANCE

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	64	38
Agree	34	20
Neutral	21	13
Disagree	30	18
Strongly disagree	18	11
Total	167	100

CHART: 4.1.16 HR IS PROVIDING THE COMMUNICATION ABOUT THE TECHNICAL TRAINING PROGRAM IN ADVANCE



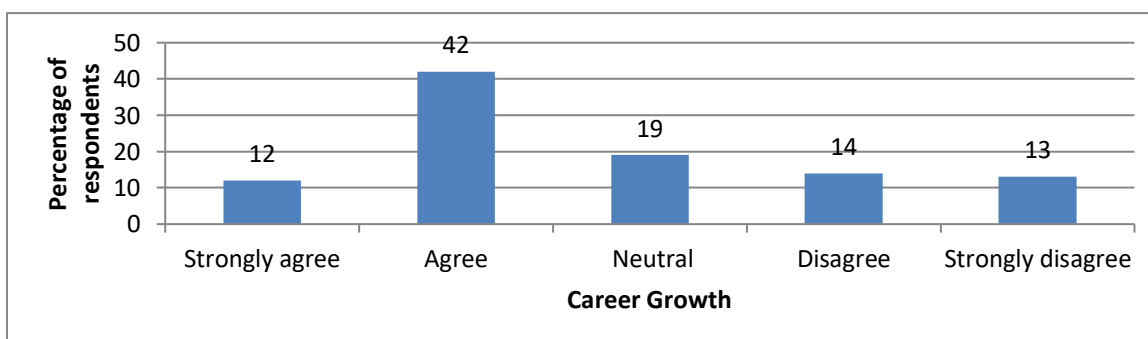
INTERPRETATION

From the above table it is inferred that 38 per cent of the respondents say strongly agree that the HR is providing the communication about the technical training program in advance, 20 per cent of the respondents agree that the HR, 18 per cent of the respondents disagree that the HR, 13 per cent of the respondents Neutral that the HR and 11 per cent of the respondents say strongly disagree that the HR is providing the communication about the technical training program in advance.

TABLE: 4.1.17 THE TECHNICAL TRAINING PROGRAM IS FAVORABLE FOR CAREER GROWTH

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	21	12
Agree	68	42
Neutral	32	19
Disagree	24	14
Strongly disagree	22	13
Total	167	100

CHART: 4.1.17 THE TECHNICAL TRAINING PROGRAM IS FAVORABLE FOR CAREER GROWTH



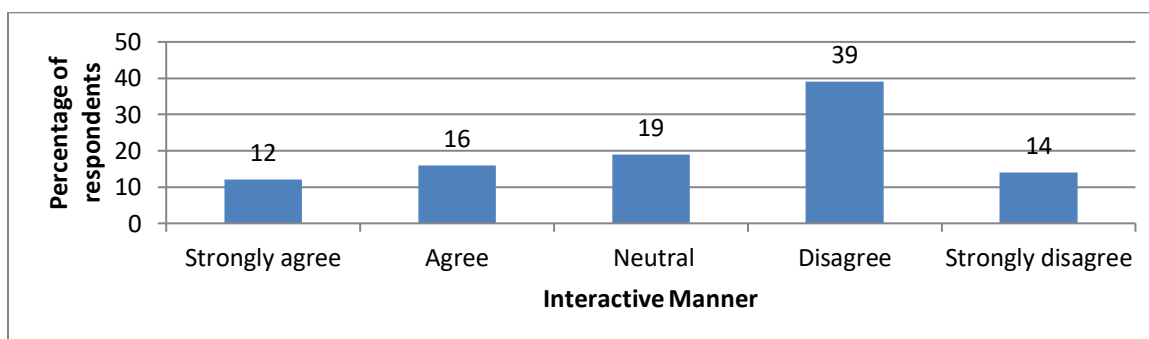
INTERPRETATION

From the above table it is inferred that 42 per cent of the respondents say agree that the technical training program is favourable for their career growth, 19 per cent of the respondents Neutral that the technical training program, 14 per cent of the respondents disagree that the technical training program, and 12 per cent of the respondents say strongly agree that the technical training program is favourable for their career growth.

TABLE: 4.1.18 THE TECHNICAL TRAINING SESSION HAVE ATTENDED IS CONDUCTED IN AN INTERACTIVE MANNER

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	21	12
Agree	26	16
Neutral	32	19
Disagree	65	39
Strongly disagree	23	14
Total	167	100

CHART: 4.1.18 THE TECHNICAL TRAINING SESSION HAVE ATTENDED IS CONDUCTED IN AN INTERACTIVE MANNER



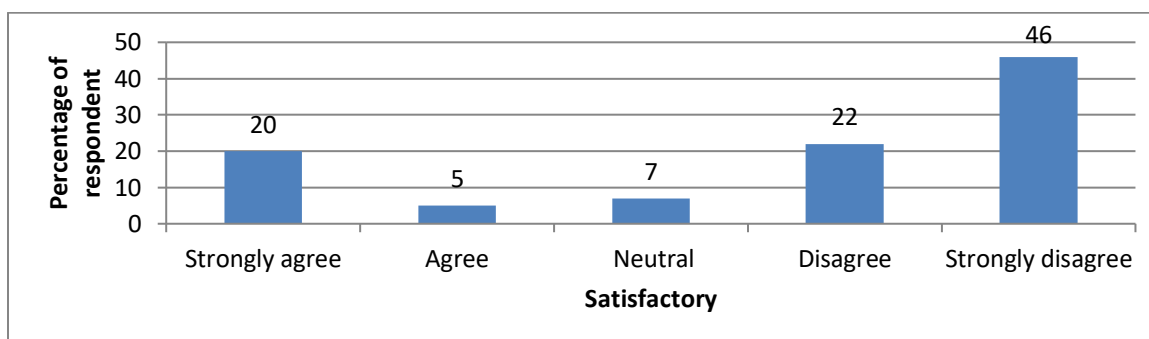
INTERPRETATION

From the above table it is inferred that 39 per cent of the respondents say disagree that the technical training session, 19 per cent of the respondents Neutral that the technical training session, 16 per cent of the respondents agree that the technical training session and 12 per cent of the respondents say strongly agree that the technical training session which they have attended is conducted in an interactive manner.

TABLE: 4.1.19 THE TECHNICAL TRAINING ENVIRONMENT, INFRASTRUCTURE AVAILABLE IN TECHNICAL TRAINING CENTRE ARE FOUND TO BE SATISFACTORY

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	34	20
Agree	8	5
Neutral	12	7
Disagree	37	22
Strongly disagree	76	46
Total	167	100

CHART: 4.1.19 THE TECHNICAL TRAINING ENVIRONMENT, INFRASTRUCTURE AVAILABLE IN TECHNICAL TRAINING CENTRE ARE FOUND TO BE SATISFACTORY



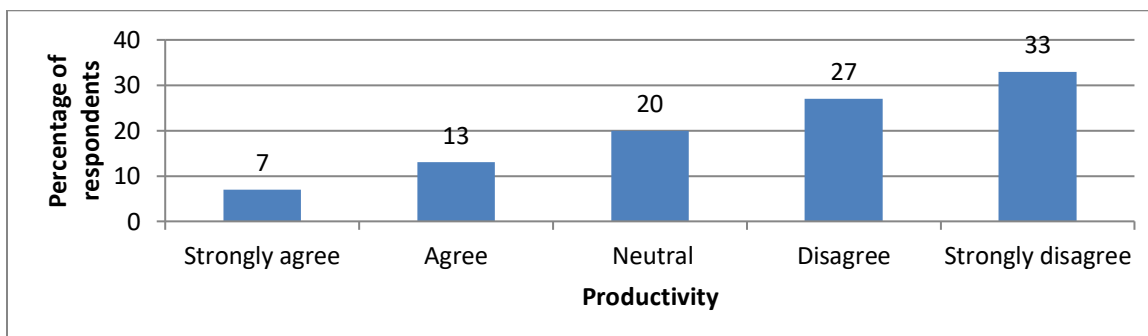
INTERPRETATION

From the above table it is inferred that 46 per cent of the respondents say strongly disagree that the technical training, 22 per cent of the respondents say strongly agree that the technical training, 20 per cent of the respondents strongly agree that the technical training and 5 per cent of the respondents agree that the technical training environment, infrastructure available in technical training centre are found to be satisfactory.

TABLE: 4.1.20 THE MATERIALS PROVIDED DURING THE TECHNICAL TRAINING PROGRAM ARE ADEQUATE AND MATCH THE SKILL REQUIRED FOR PRODUCTIVITY

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	12	7
Agree	22	13
Neutral	33	20
Disagree	45	27
Strongly disagree	55	33
Total	167	100

CHART: 4.1.20 THE MATERIALS PROVIDED DURING THE TECHNICAL TRAINING PROGRAM ARE ADEQUATE AND MATCH THE SKILL REQUIRED FOR PRODUCTIVITY



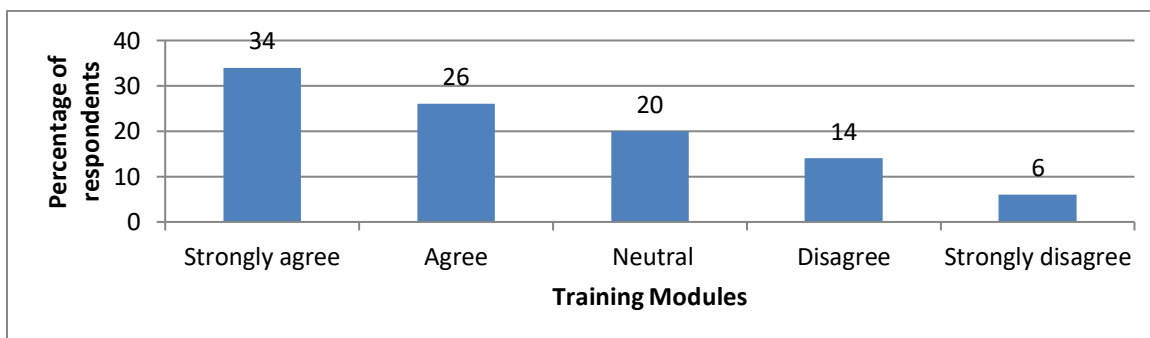
INTERPRETATION

From the above table it is inferred that 33 per cent of the respondents say strongly disagree that the materials provided, 27 per cent of the respondents disagree that the materials provided, 20 per cent of the respondents Neutral that the materials provided and 7 per cent of the respondents say strongly agree the materials provided during the technical training program are adequate and match the skill required for productivity.

TABLE: 4.1.21 THE DIFFERENT SKILL SUCH AS BEHAVIORAL SKILLS, TECHNICAL SKILLS HAVE BEEN FOCUSED IN THE TECHNICAL TRAINING MODULES

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	56	34
Agree	44	26
Neutral	33	20
Disagree	24	14
Strongly disagree	10	6
Total	167	100

CHART: 4.1.21 THE DIFFERENT SKILL SUCH AS BEHAVIORAL SKILLS, TECHNICAL SKILLS HAVE BEEN FOCUSED IN THE TECHNICAL TRAINING MODULES



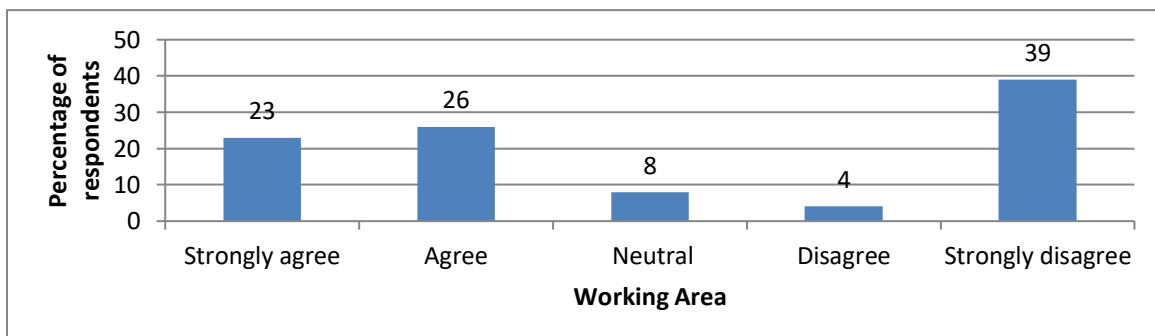
INTERPRETATION

From the above table it is inferred that 34 per cent of the respondents say strongly agree that the different skill, 26 per cent of the respondents agree that the different skill, 20 per cent of the respondents Neutral that the different skill and 6 per cent of the respondents say strongly disagree the different skill such as behavioural skills, technical skills have been focused in the technical training modules.

TABLE: 4.1.22 TECHNICAL TRAINING HELPS IN PERFORMING THE JOB INDEPENDENTLY IN WORKING AREA

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	38	23
Agree	44	26
Neutral	13	8
Disagree	6	4
Strongly disagree	66	39
Total	167	100

CHART: 4.1.22 TECHNICAL TRAINING HELPS IN PERFORMING THE JOB INDEPENDENTLY IN WORKING AREA



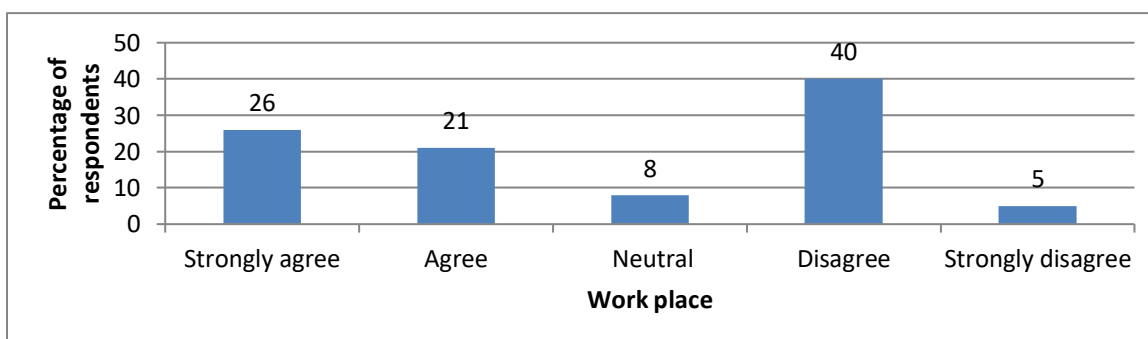
INTERPRETATION

From the above table it is inferred that 39 per cent of the respondents say strongly disagree that the technical training, 26 per cent of the respondents agree that the technical training, 23 per cent of the respondents say strongly agree that the technical training and 4 per cent of the respondents say disagree that technical training helps in performing the job independently in their working area.

TABLE: 4.1.23 TECHNICAL TRAINING ENHANCES THE PERSONALITY AND IT BRINGS ENTHUSIASM IN WORK PLACE

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	44	26
Agree	35	21
Neutral	13	8
Disagree	67	40
Strongly disagree	8	5
Total	167	100

CHART: 4.1.23 TECHNICAL TRAINING ENHANCES THE PERSONALITY AND IT BRINGS ENTHUSIASM IN WORK PLACE



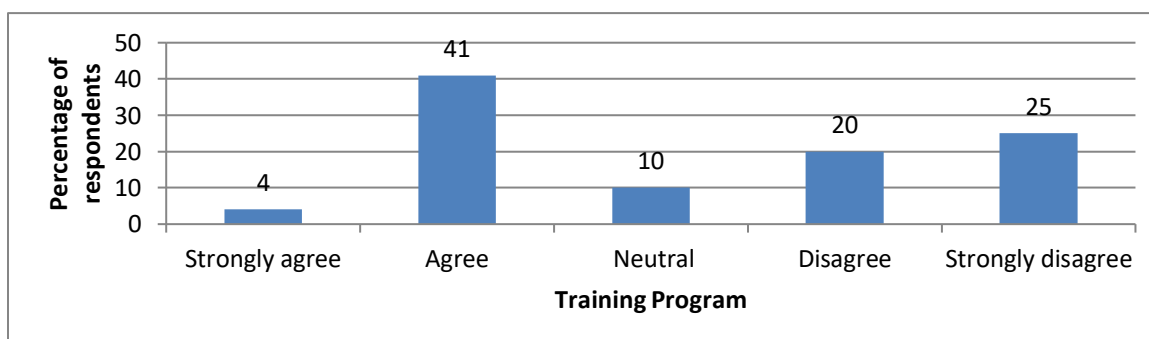
INTERPRETATION

From the above table it is inferred that 40 per cent of the respondents say disagree that the technical training, 26 per cent of the respondents Strongly agree that the technical training, 21 per cent of the respondents agree that the technical training, 8 per cent of the respondents Neutral that the technical training and 5 per cent of the respondents say strongly disagree that the technical training enhances the personality and it brings enthusiasm in work place.

TABLE: 4.1.24 THE FACULTY/ TRAINER ARE SPECIALIZED WITH THE SUBJECT MATTERS FOCUSED IN TECHNICAL TRAINING PROGRAM

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	8	4
Agree	68	41
Neutral	16	10
Disagree	34	20
Strongly disagree	41	25
Total	167	100

CHART: 4.1.24 THE FACULTY/ TRAINER ARE SPECIALIZED WITH THE SUBJECT MATTERS FOCUSED IN TECHNICAL TRAINING PROGRAM



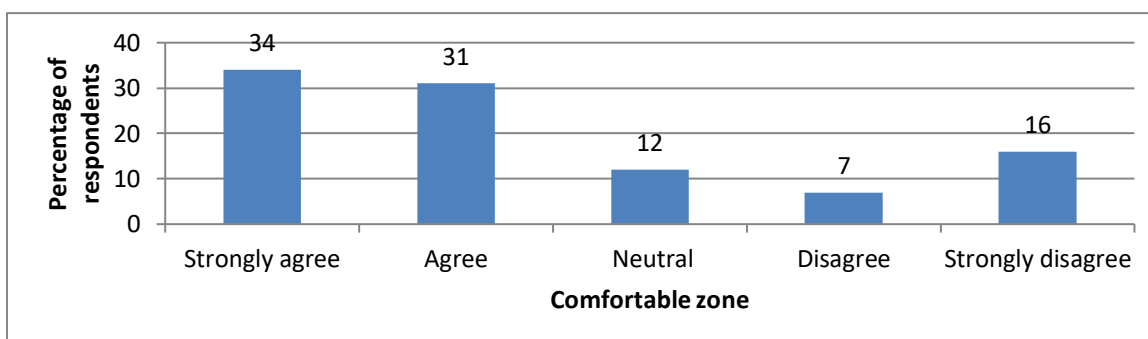
INTERPRETATION

From the above table it is inferred that 41 per cent of the respondents agree that the faculty/ trainer are specialized, 25 per cent of the respondents Strongly disagree that the faculty/ trainer are specialized, 20 per cent of the respondents disagree that the faculty/ trainer are specialized, 10 per cent of the respondents Neutral that the faculty/ trainer are specialized and 4 per cent of the respondents strongly agree that the faculty/ trainer are specialized with the subject matters focused in technical training program.

TABLE: 4.1.25 AFTER THE TECHNICAL TRAINING PROGRAM, FEEL THAT COULD DO THE JOB IN AN EASY AND COMFORTABLE ZONE

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	57	34
Agree	51	31
Neutral	20	12
Disagree	12	7
Strongly disagree	27	16
Total	167	100

CHART: 4.1.25 AFTER THE TECHNICAL TRAINING PROGRAM, FEEL THAT COULD DO THE JOB IN AN EASY AND COMFORTABLE ZONE



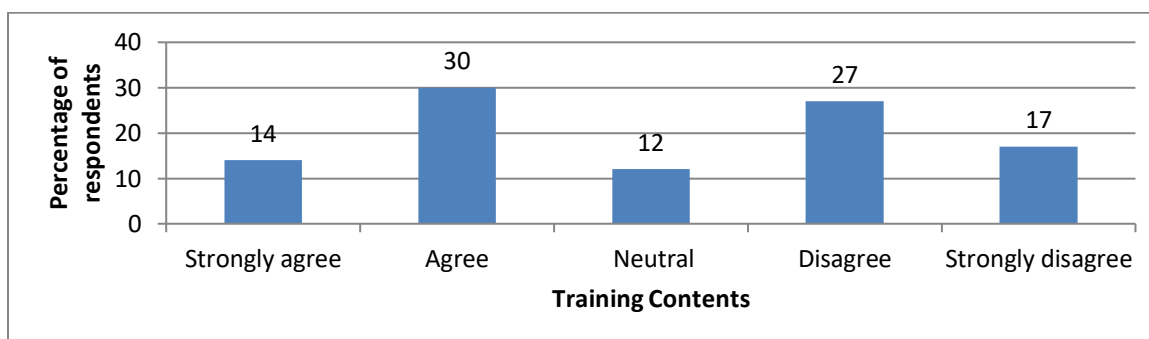
INTERPRETATION

From the above table it is inferred that 34 per cent of the respondents say strongly agree after the technical training program, 31 per cent of the respondents agree after the technical training program, 16 per cent of the respondents strongly disagree after the technical training program and 7 per cent of the respondents say disagree after the technical training program, they feel that they could do the job in an easy and comfortable zone.

TABLE: 4.1.26 THE TECHNICAL TRAINING PROGRAM HELPS TO TEACH /TRAIN SUBORDINATES, OPERATORS TO IMPACT THE TECHNICAL TRAINING CONTENTS

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	23	14
Agree	51	30
Neutral	20	12
Disagree	45	27
Strongly disagree	28	17
Total	167	100

CHART: 4.1.26 THE TECHNICAL TRAINING PROGRAM HELPS TO TEACH /TRAIN SUBORDINATES, OPERATORS TO IMPACT THE TECHNICAL TRAINING CONTENTS



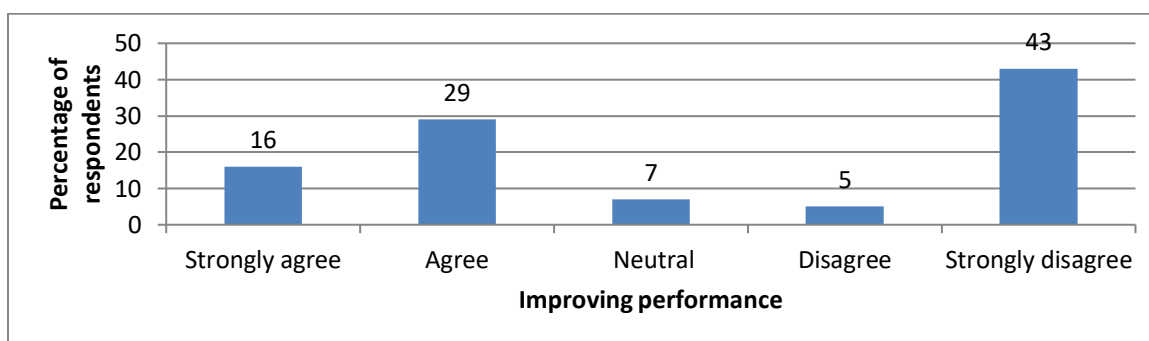
INTERPRETATION

From the above table it is inferred that 30 per cent of the respondents say agree that the technical training program, 27 per cent of the respondents disagree that the technical training program, 17 per cent of the respondents Strongly disagree that the technical training program and 12 per cent of the respondents say either agree or disagree that the technical training program helps they to teach /train their subordinates, operators to impact the technical training contents.

TABLE: 4.1.27 TECHNICAL TRAINING HELPS TO IMPROVING PERFORMANCE

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	28	16
Agree	48	29
Neutral	12	7
Disagree	8	5
Strongly disagree	71	43
Total	167	100

CHART: 4.1.27 TECHNICAL TRAINING HELPS TO IMPROVING PERFORMANCE



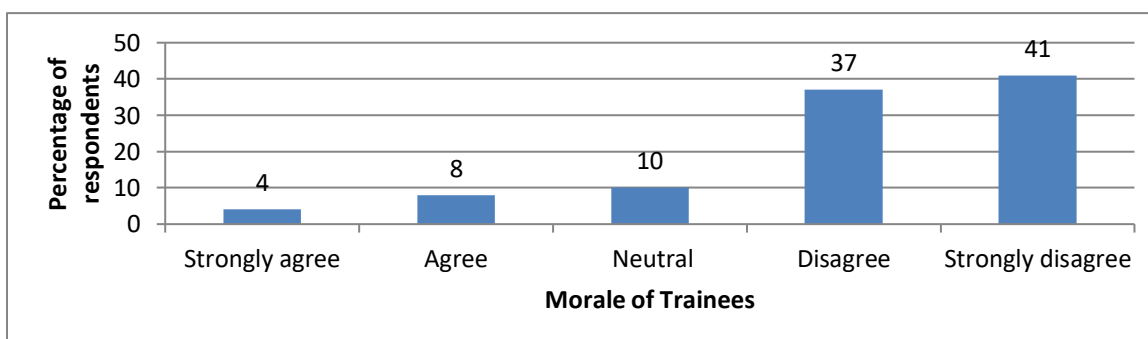
INTERPRETATION

From the above table it is inferred that 43 per cent of the respondents say strongly disagree that the technical training, 29 per cent of the respondents agree that the technical training, 16 per cent of the respondents strongly agree that the technical training, 7 per cent of the respondents Neutral that the technical training and 5 per cent of the respondents say disagree that the technical training helps they to improving performance.

TABLE: 4.1.28 TECHNICAL TRAINING HELPS IN INCREASING THE MORALE OF THE TRAINEES

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	7	4
Agree	14	8
Neutral	16	10
Disagree	62	37
Strongly disagree	68	41
Total	167	100

CHART: 4.1.28 TECHNICAL TRAINING HELPS IN INCREASING THE MORALE OF THE TRAINEES



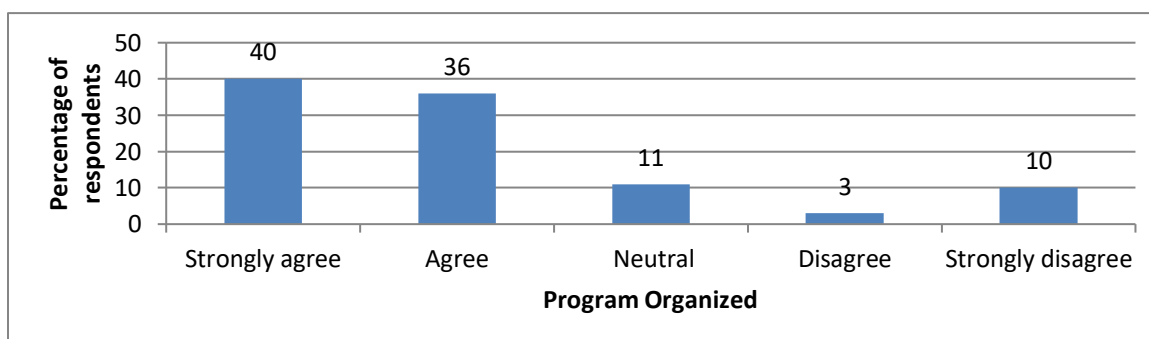
INTERPRETATION

From the above table it is inferred that 41 per cent of the respondents say strongly disagree that the technical training, 37 per cent of the respondents disagree that the technical training, 10 per cent of the respondents Neutral that the technical training, 8 per cent of the respondents agree that the technical training and 4 per cent of the respondents say agree that the technical training helps to increase the morale of the trainees.

TABLE: 4.1.29 OVERALL SATISFACTION WITH THE TECHNICAL TRAINING PROGRAM ORGANIZED IN IGENUINE SOFT SOLUTIONS PVT LTD

OPINION	RESPONDENTS	PERCENTAGE
Strongly agree	67	40
Agree	60	36
Neutral	18	11
Disagree	5	3
Strongly disagree	17	10
Total	167	100

CHART: 4.1.29 OVERALL SATISFACTION WITH THE TECHNICAL TRAINING PROGRAM ORGANIZED IN IGENUINE SOFT SOLUTIONS PVT LTD



INTERPRETATION

From the above table it is inferred that 40 per cent of the respondents say strongly agree that the technical training program, 36 per cent of the respondents agree that the technical training program, 11 per cent of the respondents are Neutral that the technical training program and 3 per cent of the respondents say strongly disagree that the technical training program organized in Igenue Soft Solutions Pvt Ltd.

4.2 STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is no relationship between the technical training program is conducted at regular intervals and equal preferences is giving to on the job technical training and off the job technical training.

Alternate hypothesis (H1):

There is relationship between educational the technical training program is conducted at regular intervals and equal preferences is giving to on the job technical training and off the job technical training.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	310.106 ^a	16	.000
Likelihood Ratio	287.808	16	.000
Linear-by-Linear Association	110.329	1	.000
N of Valid Cases	167		

a. 13 cells (52.0%) have expected count less than 5.

The minimum expected count is 1.08.

Degree of Freedom= $(r-1) * (c-1)$

$$= 4*4 = 16$$

Calculated value = 310.106

Tabulated value = 26.296

$Z = Z_{cal} > Z_{tab}$

$$Z = 310.106 > 26.296$$

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd and equal preferences is giving to on the job technical training and off the job technical training.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is no significance difference between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

Alternate hypothesis (H1):

There is a significance difference between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

Test of Homogeneity of Variances

INDUCTION PROGRAM IS REQUIRED FOR
BETTER PERFORMANCE

Levene Statistic	df1	df2	Sig.
25.061	4	162	.000

ANOVA

INDUCTION PROGRAM IS REQUIRED FOR BETTER
PERFORMANCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	212.516	4	53.129	390.823	.000
Within Groups	22.023	162	.136		
Total	234.539	166			

Tabulated value = 2.70

Calculated value= 174.666

$F = F_{cal} > F_{tab}$ $F = 174.666 > 2.70$

Hence, the null hypothesis [H1] is accepted.

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is negative relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

Alternate hypothesis (H1):

There is positive relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

Correlations

		TECHNICAL TRAINING HELPS TO IMPROVING PERFORMA NCE	TECHNICAL TRAINING HELPS IN INCREASIN G THE MORALE OF THE TRAINEES
TECHNICAL TRAINING HELPS TO IMPROVING PERFORMANCE	Pearson Correlation	1	.858**
	Sig. (2-tailed)		<.001
	N	167	167
TECHNICAL TRAINING HELPS IN INCREASING THE MORALE OF THE TRAINEES	Pearson Correlation	.858**	1
	Sig. (2-tailed)	<.001	
	N	167	167

** . Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = 0.858$$

INFERENCE:

Since r is positive, there is positive relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

CHAPTER-V

FINDING, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

- 72% of the respondents are male and 28% of the respondents are female.
- 40% of the respondents fall under the age category of 25 - 34 years and 2% of the respondents fall under the age category of 50-60 years.
- The most of the response have 44% of the respondents have the work experience of <5yr and 12% of the respondents have the work experience between 15-20.
- Therefore 40% of the respondents have educational qualification in diploma and 14% of the respondents have educational qualification is others.
- 51% of the respondents earning salary are below 10000 and 8% of the respondent's earning salary are above 30000.
- 45% of the respondent's designation is operators and 20% of the respondent's designation is other.
- 33% of the respondents say strongly agree that the induction program is required for better performance and 6% of the respondents say strongly disagree that the induction program is required for better performance.
- Therefore 37% of the respondents say either agree or disagree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd and 2%of the respondents say disagree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.
- The most of that 39% of the respondents say strongly agree that technical training need identification methodology it helps to fulfill the functional and behavioural competency and 5% of the respondents say strongly disagree that the technical training need identification methodology it helps to fulfill the functional and behavioural competency.

- Majority of that 47% of the respondents say strongly agree that the technical training program in Igenuine Soft Solutions Pvt Ltd is well planned with technical training calendar and 7 % of the respondents say strongly disagree that the technical training program in Igenuine Soft Solutions Pvt Ltd is well planned with technical training calendar.
- Most of that 39% of the respondents are disagree with the duration of the technical training program conducted by HR and 9% of the respondents are strongly disagree with the duration of the technical training program conducted by HR.
- Therefore 40% of the respondents say disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd and 9% of the respondents say strongly disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd.
- Therefore 44% of the respondents say strongly agree that the equal preferences is giving to the on the job technical training and off the job technical training and 7% of the respondents say disagree that the equal preferences is giving to the on the job technical training and off the job technical training.
- 44% of the respondents say agree that they have attended technical training program is relevant to the current performance requirement and 7% of the respondents say strongly disagree that they have attended technical training program is relevant to the current performance requirement.
- Majority of that 38% of the respondents say agree that the technical training is given by HR is fulfill to require their unique program and 7% of the respondents say strongly disagree agree that the technical training is given by HR is fulfill to require their unique program.
- Most of that 38% of the respondents say strongly agree that the HR is providing the communication about the technical training program in advance and 11 % of the respondents say strongly disagree that the HR is providing the communication about the technical training program in advance.

- 42% of the respondents say agree that the technical training program is favorable for their career growth and 12 %of the respondents say strongly agree that the technical training program is favourable for their career growth.
- Therefore 39% of the respondents say disagree that the technical training session which they have attended is conducted in an interactive manner and 12% of the respondents say strongly agree that the technical training session which they have attended is conducted in an interactive manner.
- 46% of the respondents say strongly disagree that the technical training environment, infrastructure available in technical training centre are found to be satisfactory and 5% of the respondents say agree that the technical training environment, infrastructure available in technical training centre are found to be satisfactory.
- 33% of the respondents say strongly disagree that the materials provided during the technical training program are adequate and match the skill required for productivity and 7% of the respondents say strongly agree the materials provided during the technical training program are adequate and match the skill required for productivity.
- Most of that 34% of the respondents say strongly agree that the different skill such as behavioral skills, technical skills have been focused in the technical training modules and 6% of the respondents say strongly disagree the different skill such as behavioural skills, technical skills have been focused in the technical training modules.
- 39% of the respondents say strongly disagree that the technical training helps in performing the job independently in their working area and 4% of the respondents say disagree that technical training helps in performing the job independently in their working area.
- Majority of that 40% of the respondents say disagree that the technical training enhances the personality and it brings enthusiasm in work place and 5% of the respondents say strongly disagree that the technical training enhances the personality and it brings enthusiasm in work place.

- Most of that 41% of the respondents say agree that the faculty/ trainer are specialized with the subject matters focused in technical training program and 4% of the respondents say strongly agree that the faculty/ trainer are specialized with the subject matters focused in technical training program.
- Majority of that 57% of the respondents say strongly agree after the technical training program, they feel that they could do the job in an easy and comfortable zone and 7% of the respondents say disagree after the technical training program, they feel that they could do the job in an easy and comfortable zone.
- Therefore 30% of the respondents say agree that the technical training program helps they to teach /train their subordinates, operators to impact the technical training contents and 12% of the respondents say either agree or disagree that the technical training program helps they to teach /train their subordinates, operators to impact the technical training contents.
- 43% of the respondents say strongly disagree that the technical training helps they to improving performance and 5% of the respondents say disagree that the technical training helps they to improving performance.
- Most of that 41% of the respondents say strongly disagree that the technical training helps to increase the morale of the trainees and 4% of the respondents say agree that the technical training helps to increase the morale of the trainees.
- 40% of the respondents say strongly agreed that the technical training program organized in Igenuine Soft Solutions Pvt Ltd and 3% of the respondents say strongly disagree that the technical training program organized in Igenuine Soft Solutions Pvt Ltd.

5.2 SUGGESTIONS

- Technical training is being given more focus at IGENUINE SOFT SOLUTIONS PVT LTD T & D LTD, however for better and efficient practices technical training related to trainee career and personal – retirement planning, personality development are needed and they have to be implemented.
- Since majority of the respondents are from the technical Background, they may be well trained with hard skills, it is necessary for technical training them in soft skills too.
- Union trainees must be allowed to have frequent technical training programs than the Managerial level trainees, which will result in a better working environment
- Company's technical training policy is well designed yet more adequacy is required in areas of
 - Technical training need and trainee identification and selection process
 - Duration of technical training
 - Though internal trainers are efficient, external trainers have to be bought in, for better and efficient practices, and wide- understanding.
 - New and better modes of technical training like business games, audio-visual technical training, and demos have to be implemented.
 - New modes of technical training can be implemented (for e.g. E-technical training can be used for middle level people as it saves time and this would enhance the Management to concentrate on the Operations Trainees
- Since IGENUINE SOFT SOLUTIONS PVT LTD has majority of its aged trainees ,special technical training has to be given to them in areas of both job and career and life aspects (E.g. retirement planning)
- The Department Heads should assess the Technical training and development needs of subordinates. This may increase increase the levels of technical training effectiveness by the enhancement of good inter- personal relationship.

- The technical training circular form can also include a brief introduction about subject for which the technical training programme has been organized so that the participants are able to understand the topics being covered in the technical training program in advance.
- One of the most challenging parts of trainee technical training and development programs is finding ways to apply lessons learned to real situations. It can be difficult to translate what we learn in a lecture or a role-playing game into practice in everyday life, so it is essential to integrate practical examples into the technical training. For instance, if an organization is trying to expand team building activities at the moment, brainstorm can be used for possible ideas in small groups. If viable solutions are found during the technical training session, follow-up for participants to implement their ideas should be done. Henceforth, Management of IGENUINE SOFT SOLUTIONS PVT LTD has to start practicing their trainees with real life applications for a better and positive work environment

5.3 CONCLUSION

It has often been said that a successful business operation, regardless of its size, depends on the effective management of “people, products, and processes.” Of the three, it is the Human Resource department that is the most important. The demand from employers for specialized trainee technical training is enormous. Human resources comprise a company’s most important asset. These trainees execute various tasks and input their contributions to choose the people who will eventually ensure the delivery of high-quality products and services. Thus, Technical training and development helps the growth of a business.

IGENUINE SOFT SOLUTIONS PVT LTD has a clear focus on having a well-motivated and trained workforce. The company needs to have motivated and confident staff who have up-to-date skills in order to remain competitive. In addition, well-trained staffs are an asset to the business and help to retain customers. Well-trained staffs who remain with the business mean that customers enjoy continuity. This contributes to customer loyalty and leads to repeat business. Staffs who feel valued stay longer in a company. This means that IGENUINE SOFT SOLUTIONS PVT LTD’ costs of recruitment can be reduced, resulting in cost savings across the organization. The suggestions can be implemented for a better working environment for both the management and trainees.

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ANNEXURE - I
QUESTIONNAIRE

Part-A

Name (Optional) :
Age : (a) 18-25 (b) 25-34 (c) 35-50 (d) 50-60
Gender : (a) Male (b) Female
Educational Qualification: (a) Diploma (b) UG (c) PG (d) others
Experience : (a) <5yr (b) 5-10 (c) 10-15 (d) 15-20 yrs
Salary : (a) below 10000 (b) 10000-20000
(c) 20000- 30000 (d) above 30000
Designation : (a) operators (b) supervisor (c) other

Part-B

- 1) Induction program is required for better performance
a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 2) The induction program helps to understand the product , policy and procedure followed by Vistonsoft Pvt Ltd
a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 3) Technical training need identification methodology it helps to fulfill the functional and behavioral competency
a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

- 4) The Technical training program in Vistonsoft Pvt Ltd is well planned with Technical training Calendar
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 5) Are you satisfied with the duration of the technical training program conducted by HR
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 6) The technical training program is conducted at regular intervals in Vistonsoft Pvt Ltd
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 7) Equal preferences is giving to the on the job technical training and off the job technical training
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 8) The technical training program that you have attended is relevant to the current performance requirement
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 9) Technical training given by HR is fulfill to require your unique program
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 10) HR is providing the communication about the technical training program in advance
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 11) The technical training program is favorable for your career growth
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

12) The technical training session which you have attended is conducted in an interactive manner

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

13) The technical training environment, infrastructure available in Technical training centre are found to be satisfactory

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

14) The materials provided during the technical training program are adequate and match the skill required for productivity

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

15) The different skill such as Behavioral skills, Technical skills have been focused in the technical training modules

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

16) Technical training helps in performing the job independently in your working area

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

17) Technical training enhances the personality and it brings enthusiasm in work place

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

18) The faculty/ trainer are specialized with the subject matters focused in technical training program

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

19) After the technical training program, you feel that you could do the job in an easy and comfortable zone

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

20) The technical training program helps you to teach /train your subordinates, operators to impact the technical training contents

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

21) Technical training helps you in improving the performance

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

22) Technical training helps in increasing the morale of the trainees

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

23) Overall satisfaction with the technical training program organized In Vistonsoft Pvt Ltd

a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree

24) Any suggestions/ feedbacks:

ANNEXURE – II

RESEARCH ARTICLE

A STUDY ON EFFECTIVENESS OF TECHNICAL TRAINING AND DEVELOPMENT PROGRAMME IN IGENUINE SOFT SOLUTIONS PVT LTD

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ABSTRACT

Technical training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Technical training has specific goals of improving one's capability, capacity, and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or polytechnics). Technical training process moulds the thinking of trainees and leads to quality performance of trainees. It is continuous and never ending in nature. The scope of the study is concerned with ascertainment of job knowledge and skills at all levels of the organisation, Maintaining coordinational relationship among trainees, Reliving trainee grievance, Providing welfare measure to Trainee, Conducting technical training programme to the trainees.

KEYWORDS: Technical training, Development programme, Trainees, Organisation

INTRODUCTION:

Technical training of trainees takes place after orientation takes place. Technical training is the process of enhancing the skills, capabilities and knowledge of trainees for doing a particular job. Technical training process molds the thinking of trainees and leads to quality performance of trainees. It is continuous and never ending in nature. Technical training is crucial for organizational development and success. It is fruitful to both employers and trainees of an organization. An trainee will become more efficient and productive if he is trained well. Technical training is given on four basic grounds: New candidates who join an organization are given technical training. This technical training familiarizes them with the organizational mission, vision, rules and regulations and the working conditions. The existing trainees are trained to refresh and enhance their knowledge.

OBJECTIVES:

- To study the attitude of the trainee towards technical training programme.
- To analyse the performance in technical training period.
- To suggest suitable measures to improve the technical training programme.
- To study how to maintain co-ordinal relationship between trainer and trainee.
- To study how to focus on disciplinary measures.

SCOPE OF THE STUDY

- The study is conducted among the new trainee.
- The study is conducted to know the trainee performance during the technical training period.
- The study is conducted to know whether the trainee is effective in performance through technical training.
- The study is conducted to know whether the technical training increases job satisfaction and recognition.
- The study is conducted to know whether the technical training helps to handle stress, tension and frustration.

NEED OF THE STUDY

- To increase productivity.
- To improve interpersonal skills and to make the organization a better place to work.
- To improve quality.
- To improve organizational climate, health and safety.
- To prepare trainee for future position.

REVIEW OF LITERATURE:

Flippo (2019) defines training as the act of increasing the knowledge and skills of an employee for doing a particular job. He further states that “no firm has a choice of whether to train or not; the only choice is that of method”

Hinrichs Bramley (2018) defines training as any organizationally initiated procedure, which is intended to foster learning among organizational members in a direction contributing for organizational effectiveness. The new training cycle which is an endless belt of training and development shows how validation is intrinsically linked to design and delivery, evaluation is linked to objectives and outcomes, and results linked to the organizational needs

(Reeves, 2019) A broader definition still focuses on the extent to which training “meets its objectives”.

Descy and Westphalen (2020) define this more precisely as training that “meets its objectives as defined by its funding body”.

Bramley and Newby (2019) identify five main purposes of evaluation: feedback (linking learning outcomes to objectives, and providing a form of quality control), control (using evaluation to make links from training to organisational activities, and to consider cost effectiveness), research (determining relationships between learning, training, transfer to the job), intervention (in which the results of the evaluation influence the context in which it is occurring), and power games (manipulating evaluative data for organisational politics).

Burgoyne and Cooper (2019) and Snyder et al. (2019) discuss evaluation in terms of feedback and the resultant issue of control. A decision must be made about how and to whom evaluation feedback will be given. Evaluators are usually conversant with the purpose of the evaluation once they commence it, but this may be because they have a generalised view that the purpose of evaluation is to produce a certain set of data, or because they have determined what purpose the client wishes the evaluation to have. It is possible however that an evaluator may have no specific purpose. The identification of unanticipated side effects of the program may be an important evaluative purpose.

RESEARCH DESIGN:

A research is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact the research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. The research design adapted in the study was descriptive study.

SOURCES OF DATA:

- Primary Data - Primary data consist of original information collected for specific purpose. This project relied on the trainees. Structured undisguised questionnaire was used to collect the primary data.
- Secondary Data - Secondary data consists of information that already exists somewhere having been collected for some other purpose. The secondary data is obtained from the company data base, text books, Internet and Journals.

HYPOTHESIS:

HYPOTHESIS 1

H0: There is no relationship between the technical training program is conducted at regular intervals and equal preferences is giving to on the job technical training and off the job technical training.

H1: There is relationship between educational the technical training program is conducted at regular intervals and equal preferences is giving to on the job technical training and off the job technical training.

HYPOTHESIS 2

H0: There is no significance difference between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

H1: There is a significance difference between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

HYPOTHESIS 3

H0: There is negative relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

H1: There is positive relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

ONE-WAY ANOVA

ANOVA

INDUCTION PROGRAM IS REQUIRED FOR BETTER PERFORMANCE

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	212.516	4	53.129	390.823	.000
Within Groups	22.023	162	.136		
Total	234.539	166			

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between induction program is required for better performance and the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.

CHI- SQUARE TEST

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	310.106 ^a	16	.000
Likelihood Ratio	287.808	16	.000
Linear-by-Linear Association	110.329	1	.000
N of Valid Cases	167		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is 1.08.

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd and equal preferences is giving to on the job technical training and off the job technical training.

CORRELATION

Correlations

		TECHNICAL TRAINING HELPS TO IMPROVING PERFORMANCE	TECHNICAL TRAINING HELPS IN INCREASING THE MORALE OF THE TRAINEES
TECHNICAL TRAINING HELPS TO IMPROVING PERFORMANCE	Pearson Correlation	1	.858**
	Sig. (2-tailed)		<.001
	N	167	167
TECHNICAL TRAINING HELPS IN INCREASING THE MORALE OF THE TRAINEES	Pearson Correlation	.858**	1
	Sig. (2-tailed)	<.001	
	N	167	167

**. Correlation is significant at the 0.01 level (2-tailed).

INFERENCE:

Since r is positive, there is positive relationship between technical training helps to improving performance & technical training helps in increasing the morale of the trainees.

FINDINGS

- 72% of the respondents are male and 28% of the respondents are female.
- 40% of the respondents fall under the age category of 25 - 34 years and 2% of the respondents fall under the age category of 50-60 years.
- The most of the response have 44% of the respondents have the work experience of <5yr and 12% of the respondents have the work experience between 15-20.
- Therefore 40% of the respondents have educational qualification in diploma and 14% of the respondents have educational qualification is others.
- 51% of the respondents earning salary are below 10000 and 8% of the respondent's earning salary are above 30000.
- 45% of the respondent's designation is operators and 20% of the respondent's designation is other.
- 33% of the respondents say strongly agree that the induction program is required for better performance and 6% of the respondents say strongly disagree that the induction program is required for better performance.
- Therefore 37% of the respondents say either agree or disagree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd and 2%of the respondents say disagree that the induction program helps to understand the product, policy and procedure followed by Igenuine Soft Solutions Pvt Ltd.
- The most of that 39% of the respondents say strongly agree that technical training need identification methodology it helps to fulfill the functional and behavioural competency and 5% of the respondents say strongly disagree that the technical training need identification methodology it helps to fulfill the functional and behavioural competency.
- Majority of that 47% of the respondents say strongly agree that the technical training program in Igenuine Soft Solutions Pvt Ltd is well planned with technical training calendar and 7 % of the respondents say strongly disagree that the technical training program in Igenuine Soft Solutions Pvt Ltd is well planned with technical training calendar.
- Most of that 39% of the respondents are disagree with the duration of the technical training program conducted by HR and 9% of the respondents are strongly disagree with the duration of the technical training program conducted by HR.
- Therefore 40% of the respondents say disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd and 9% of the respondents say strongly disagree that the technical training program is conducted at regular intervals in Igenuine Soft Solutions Pvt Ltd.
- Therefore 44% of the respondents say strongly agree that the equal preferences is giving to the on the job technical training and off the job technical training and 7% of the respondents say disagree that the equal preferences is giving to the on the job technical training and off the job technical training.
- 44% of the respondents say agree that they have attended technical training program is relevant to the current performance requirement and 7% of the respondents say strongly

disagree that they have attended technical training program is relevant to the current performance requirement.

- Majority of that 38% of the respondents say agree that the technical training is given by HR is fulfill to require their unique program and 7% of the respondents say strongly disagree agree that the technical training is given by HR is fulfill to require their unique program.
- Most of that 38% of the respondents say strongly agree that the HR is providing the communication about the technical training program in advance and 11 % of the respondents say strongly disagree that the HR is providing the communication about the technical training program in advance.
- 42% of the respondents say agree that the technical training program is favorable for their career growth and 12 %of the respondents say strongly agree that the technical training program is favourable for their career growth.
- Therefore 39% of the respondents say disagree that the technical training session which they have attended is conducted in an interactive manner and 12% of the respondents say strongly agree that the technical training session which they have attended is conducted in an interactive manner.
- 46% of the respondents say strongly disagree that the technical training environment, infrastructure available in technical training centre are found to be satisfactory and 5% of the respondents say agree that the technical training environment, infrastructure available in technical training centre are found to be satisfactory.
- 33% of the respondents say strongly disagree that the materials provided during the technical training program are adequate and match the skill required for productivity and 7% of the respondents say strongly agree the materials provided during the technical training program are adequate and match the skill required for productivity.
- Most of that 34% of the respondents say strongly agree that the different skill such as behavioral skills, technical skills have been focused in the technical training modules and 6% of the respondents say strongly disagree the different skill such as behavioural skills, technical skills have been focused in the technical training modules.
- 39% of the respondents say strongly disagree that the technical training helps in performing the job independently in their working area and 4% of the respondents say disagree that technical training helps in performing the job independently in their working area.
- Majority of that 40% of the respondents say disagree that the technical training enhances the personality and it brings enthusiasm in work place and 5% of the respondents say strongly disagree that the technical training enhances the personality and it brings enthusiasm in work place.
- Most of that 41% of the respondents say agree that the faculty/ trainer are specialized with the subject matters focused in technical training program and 4% of the respondents say strongly agree that the faculty/ trainer are specialized with the subject matters focused in technical training program.

- Majority of that 57% of the respondents say strongly agree after the technical training program, they feel that they could do the job in an easy and comfortable zone and 7% of the respondents say disagree after the technical training program, they feel that they could do the job in an easy and comfortable zone.
- Therefore 30% of the respondents say agree that the technical training program helps they to teach /train their subordinates, operators to impact the technical training contents and 12% of the respondents say either agree or disagree that the technical training program helps they to teach /train their subordinates, operators to impact the technical training contents.
- 43% of the respondents say strongly disagree that the technical training helps they to improving performance and 5% of the respondents say disagree that the technical training helps they to improving performance.
- Most of that 41% of the respondents say strongly disagree that the technical training helps to increase the morale of the trainees and 4% of the respondents say agree that the technical training helps to increase the morale of the trainees.
- 40% of the respondents say strongly agreed that the technical training program organized in Igenuine Soft Solutions Pvt Ltd and 3% of the respondents say strongly disagree that the technical training program organized in Igenuine Soft Solutions Pvt Ltd.

SUGGESTIONS

- Technical training is being given more focus at IGENUINE SOFT SOLUTIONS PVT LTD T & D LTD, however for better and efficient practices technical training related to trainee career and personal – retirement planning, personality development are needed and they have to be implemented.
- Since majority of the respondents are from the technical Background, they may be well trained with hard skills, it is necessary for technical training them in soft skills too.
- Union trainees must be allowed to have frequent technical training programs than the Managerial level trainees, which will result in a better working environment
- Company's technical training policy is well designed yet more adequacy is required in areas of
- Technical training need and trainee identification and selection process
- Duration of technical training
- Though internal trainers are efficient, external trainers have to be bought in, for better and efficient practices, and wide- understanding.
- New and better modes of technical training like business games, audio-visual technical training, and demos have to be implemented.
- New modes of technical training can be implemented (for e.g. E-technical training can be used for middle level people as it saves time and this would enhance the Management to concentrate on the Operations Trainees

- Since IGENUINE SOFT SOLUTIONS PVT LTD has majority of its aged trainees ,special technical training has to be given to them in areas of both job and career and life aspects (E.g. retirement planning)
- The Department Heads should assess the Technical training and development needs of subordinates. This may increase the levels of technical training effectiveness by the enhancement of good inter- personal relationship.
- The technical training circular form can also include a brief introduction about subject for which the technical training programme has been organized so that the participants are able to understand the topics being covered in the technical training program in advance.
- One of the most challenging parts of trainee technical training and development programs is finding ways to apply lessons learned to real situations. It can be difficult to translate what we learn in a lecture or a role-playing game into practice in everyday life, so it is essential to integrate practical examples into the technical training. For instance, if an organization is trying to expand team building activities at the moment, brainstorm can be used for possible ideas in small groups. If viable solutions are found during the technical training session, follow-up for participants to implement their ideas should be done. Henceforth, Management of IGENUINE SOFT SOLUTIONS PVT LTD has to start practicing their trainees with real life applications for a better and positive work environment.

CONCLUSION

It has often been said that a successful business operation, regardless of its size, depends on the effective management of “people, products, and processes.” Of the three, it is the Human Resource department that is the most important. The demand from employers for specialized trainee technical training is enormous. Human resources comprise a company’s most important asset. These trainees execute various tasks and input their contributions to choose the people who will eventually ensure the delivery of high-quality products and services. Thus, Technical training and development helps the growth of a business.IGENUINE SOFT SOLUTIONS PVT LTD has a clear focus on having a well-motivated and trained workforce. The company needs to have motivated and confident staff who have up-to-date skills in order to remain competitive. In addition, well-trained staffs are an asset to the business and help to retain customers. Well-trained staffs who remain with the business mean that customers enjoy continuity. This contributes to customer loyalty and leads to repeat business. Staffs who feel valued stay longer in a company. This means that IGENUINE SOFT SOLUTIONS PVT LTD’ costs of recruitment can be reduced, resulting in cost savings across the organization. The suggestions can be implemented for a better working environment for both the management and trainees.

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