

A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN IT SECTORS

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By
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SCHOOL OF BUSINESSADMINISTRATION

SATHYABAMA

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

**ACCREDITED WITH GRADE 'A' WITH NACC 128 BY UCG APPROVED BY AICTE
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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **D.SAI LAKSHMI 4041051** who carried out the project entitled "**A Study on EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN IT SECTORS**" under my supervision from January 2022 to March 2022.

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DECLARATION

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CHAPTER -1

1.1 ABSTRACT: 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. 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.

The project is undertaken to study the effectiveness of training & development in IT Sector main focus of the study is to measure the factors of employees training & development. The research method used in this study is descriptive research method with the sample size of 120 respondents from low level employees. The data were collected through survey method a questionnaire was prepared and circulated to the employees. . From the analysis it was founded that the employees are satisfied or not with their company training & development. But the management has to provide more practical sessions in the training & development to improve their respective fields. Such development programs will help them to enhance their knowledge in their respective fields.

Key words: Knowledge, Skills, Satisfaction, Capacity

1.2 INTRODUCTION: The man is ultimate resources of an organization because the success or failure of an organization depends on efficient and effectiveness of man power and their functioning. Training and development plays an important role in the effectiveness of organizations and to the experiences of people in work area by getting more knowledge and practices. Also, training establishes specific skills, abilities and knowledge to an employee. Through the programmes of training brings development in the employees working at different levels. Training in the IT service industry is one of the essential functions that require focused strategies and policies. It focuses on teaching employees the way to do specific tasks to extend efficiency. Training and development is one of the sub systems of Human Resource Development. Therefore, the present study helps to ascertain the effectiveness of Training & Development in IT companies.

1.2.1 TRAINING & DEVELOPMENT: Training and Development is the continuous process of improving skills, gaining knowledge, clarifying concepts and changing attitude through structured and planned education by which the productivity and performance of the employees can be enhanced. Definition: According to Kirkpatrick, "Training refers to the teaching of specific knowledge and skills required on the individual's present job. The term development refers to the growth of the individual and preparations for higher-level jobs". Lussier, defined as "Training is a process of acquiring the skills necessary to perform a job and development is the ability to perform both present and future jobs". According to Armstrong, "Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present roles and preparing them for greater responsibilities in the future". McLagan, defined as "Training and development focuses on identifying, assuring and helping develop, through planned learning, the key competencies that enable individuals to perform current or future jobs".

1.2.2 METHODS OF TRAINING PROCESS:

- On-the- job training
- Off-the-job training
- **ON-THE-JOB TRAINING:** On the job training is a form of training provided at the workplace. During the training, employees are familiarized with the working environment they will become part of. Employees also get a hands-on experience using machinery, equipment, tools, materials, etc

1. Job Rotation: It involves the movement of the trainee from one job to another. The trainee receives job knowledge & gains experience from his supervisor or trainer. This type of training gives an opportunity to the trainee to understand the problem of employees on other jobs & respect them.

2. Coaching: The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance & offers him some suggestions for improvement.

3. Job Instruction: This method is also known as step by step training. Under this method, the trainer explains to the trainee the way of doing the jobs, knowledge & skill and allows him to do the job. The trainer appraises the performance, provides information & corrects the trainees.

4. Committee Assignment: Under this method, a group of trainees is given and asked to solve an actual organization problem. The trainees solve the problem jointly and develop teamwork.

5. Mentoring: This training is given to the managerial level people, wherein the senior or the manager gives instructions to the immediate subordinate to carry out the day to day functioning. It is again a one-to-one training method, where the manager is considered as a mentor to the subordinate and guides him in the situations of difficulty.

6. Apprenticeship: This type of training is generally given to the people in crafts, trade and technical fields that require a long-term learning before they actually gain the proficiency in their respective disciplines. This training is a blend of classroom and on-the-job training and is conducted under the close supervision. This can be extended up to 3 to 4 years as apprentices need to go through the learning process till they become an expert in their fields.

• **OFF-THE-JOB TRAINING:** The Off-the-job training is the training method wherein the workers/employees learn their job roles away from the actual work floor.

1. Vestibule training: In this method, actual work conditions are simulated in a classroom. Material files and needed equipment are also used in training. This type is used for training personnel for clerical and semi-skilled jobs.

2. Case study method: To impart critical and analytic thinking among employees a business problem is assigned to the employees. The employees can analyze the entire case and provide various possible solutions on the given situation.

3. Incident method: A real situation is created in the term of incident and the group of employees is asked to make a decision on the given issue. The group discussion is a way to take a decision on the real-life situation.
4. Role play: In a simulated situation the employees are asked to assume that they are playing role of an individual present in a problem. According to the assigned role the different participants interacts and try to resolve the problem.
5. In-basket method: An imaginary company is created and all the information about the activities, products and employees is provided to the trainee. Now trainee has to delegate tasks and prepare schedules for this imaginary company. This task helps to develop situational judgments among employees.
6. Business games: Here group of employees are asked to discuss the activities and functions of an imaginary organization. It helps to improve decision making and team work among employees. 4
7. Grid training: It is a kind of phased training program which last for 6 years. It includes development, implementation and evaluation of various training aspects.
8. Lectures: For large number of employees attending the training, lecture method is very useful. An expert explains various job related concepts and principles to the employees through face to face lectures.
9. Simulation: An imaginary situation act as a simulator to the employee and they have to take immediate action on the situation. It helps in development of strategic way of thinking on different aspect of organization.
10. Management education: Companies collaborate with various bachelors and postgraduate institutes which provide high education to the employees.
11. Conferences: A conference acts as a place where people working in the same field meet up and shares their unique ideas with each other. It is a best way to know about the latest updates in the industry.

1.2.3 PROCESS OF TRAINING & DEVELOPMENT: Training and development is a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly.

Determine the need of training & development for individuals or teams: First of all the need has to be seen for training and development. It has to align with the company's goals and objectives. If a company is trying to start a new department or strengthen existing sales team in new products, then an appropriate training is needed.

1. Establish specific objectives & goals which need to be achieved: The goals and objectives of the training and development have to be established. Whether the goal is awareness about new products or even installation is required to be learned.

2. Select the methods of training next, methods have to be defined. The training can be done as: a. Classroom Training b. Online Self paced courses c. Course with certification d. Instructor led online training

4. Conduct and implement the programs for employees: After the plan and methods are finalized, the training and development programs have to be executed where courses, instructions are taught to the employees, partners or vendors.

5. Evaluate the output and performance post the training and development sessions Training and Development is incomplete without proper monitoring. Monitoring can be done through evaluation of the instructor as well as attendees. Instructor evaluation can be done through feedback or ratings but attendees can be evaluated through internal or external certifications or scores.

6. Keep monitoring and evaluating the performances and again see if more training is required: Based on the evaluation results in the previous step, management needs to ascertain that if the training and development program was sufficient for now or more training and enablement would be required. Also, if future trainings are to be planned.

1.3 INDUSTRY PROFILE:

1.3.1 HISTORY OF INFORMATION TECHNOLOGY:

The Harvard Business Review coined the term information technology to make a distinction between purpose-built machines designed to perform a limited scope of functions, and general purpose computing machines that could be programmed for various tasks. As the IT industry evolved from the mid-20th century, computing capability increased, while device cost and energy consumption decreased, a cycle that continues today when new technologies emerge. India's IT Services industry was born in Mumbai in 1967 with the creation of Tata Consultancy Services who in 1977 partnered with Burroughs which began India's export of IT services. The first software export zone, SEEPZ – the precursor to the modern-day IT park – was established in Mumbai in 1973. More than 80 percent of the country's software exports were from SEEPZ in the 1980s.

1.3.2 INFORMATION TECHNOLOGY: Information technology (IT) is an integral part of every single business plan including small, medium and large (multinational). IT is considered a subset of information and communications technology (ICT). Information Technology means the use of hardware, software, services, and supporting infrastructure to manage and deliver information using voice, data, and video. Information technology (IT) is the use of any computers, storage, networking and other physical devices, infrastructure and processes to create, process, store, secure and exchange all forms of electronic data. Typically, IT is used in the context of business operations, as opposed to technology used for personal or entertainment purposes. The commercial use of IT encompasses both computer technology and telecommunications.

1.3.3 MARKET SIZE: The IT & BPM industry's revenue is estimated at ~US\$ 194 billion in FY21, an increase of 2.3% YoY. The domestic revenue of the IT industry is estimated at US\$ 45 billion and export revenue 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.

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 centers. In line with this, in February 2021, Tata Consultancy Services announced to recruit ~1,500 technology employees across the UK over the next year. The 8 development would build capabilities for TCS to deliver efficiently to the UK customers. 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.

1.3.4 INVESTMENT/ DEVELOPMENT: 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\$ 71.05 billion between April 2000 and March 2021. The sector ranked 2nd in FDI inflows, as per the data released by Department for Promotion of Industry and Internal Trade (DPIIT). In FY21, computer software and hardware topped FDI investments, accounting for 44% share of the total FDI inflows of US\$ 81.72 billion. Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra are diversifying their offerings and showcasing leading ideas in block chain and artificial intelligence to clients using innovation hubs and research and development centers to create differentiated offerings.

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

- In June 2021, Federal Bank expanded its strategic collaboration with Oracle and Infosys to offer an enhanced customer experience through Oracle CX (customer experience) platform.
- In June 2021, Infosys announced collaboration with Archrock, Inc., a leading provider of natural gas compression services in the US, to integrate digital technologies and mobile tools for its field service technicians.
- In June 2021, Tata Consultancy Services (TCS) extended its 17-year partnership with the UK's Virgin Atlantic to help the latter embark on a new phase of 'recovery and growth'.

- In June 2021, Wipro announced that it has joined the World Economic Forum's 'Partnership for New Work Standards' initiative to establish a healthy, resilient and equitable future of work.

- In June 2021, the International Chess Federation (FIDE) announced a new partnership with Tech Mahindra Ltd. to focus on creating together the Global Chess League, a project first proposed by Tech Mahindra Ltd.

1.3.5 GOVERNMENT INITIATIVES:

Some of the major initiatives taken by the Government to promote IT and ITeS sector in India are as follows:

- In June 2021, the Indian government announced plans to launch Biotech-PRIDE (Promotion of Research and Innovation through Data Exchange) to deposit biological data in the country's national repository.

- In May 2021, My Gov, the citizen engagement platform of the Government of India, in partnership with the Department of Higher Education launched an innovation challenge to create an Indian language learning app.

- In order to establish an enabling environment for the IT industry, in April 2021, the Development of Advanced Computing (C-DAC) launched three innovative technologies Automatic Parallelizing Compiler (CAPC), Cyber Security Operation Centre (CSOC) as a Service, and C-DAC's indigenous High-performance Computing software solutions—Parallel Development Environment (ParaDE).

- In Budget 2021, the government has allocated Rs. 53,108 crore (US\$ 7.31 billion) to the IT and telecom sector.

- Department of Telecom, Government of India and Ministry of Communications, Government of Japan signed a MoU to enhance cooperation in areas of 5G technologies, telecom security and submarine optical fiber cable system.

- In 2020, the government released "Simplified Other Service Provider" (OSP) guidelines to improve the ease of doing business in the IT Industry, Business Process Outsourcing (BPO) and IT-enabled Services.

1.3.6 ROAD AHEAD: India is the topmost off shoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India. The industry is expected to grow to US\$ 350 billion by 2025 and BPM is expected to account for US\$ 50 55 billion of the total revenue.

1.3.7 ROLE & IMPORTANCE OF INFORMATION TECHNOLOGY

The role and importance of information technology in our society is as follows:

1. Business: With the introduction of computers, the business world was changed forever. Using computers and software, businesses use information technology to ensure that their 10 departments run smoothly. They use information technology in a number of different department including human resources, finance, manufacturing, and security.
2. 2. Education: Using technology, teachers can prepare their students for a future flooded with gadgets including tablets, mobile phones, computers, and so much more. Information technology is helping to prevent more high school and college dropouts as well.
3. 3. Finance: Without information technology, online purchases would be impossible, and it would be impossible for banks to keep these purchases secure. Information technology has also made it faster and easier than ever to send or receive money.
4. Healthcare: Improvements in information technology have allowed for great reform in healthcare. Most medical offices can now send and receive digital medical information from doctors you had in the past. Changes like this allow costs to be lowered and increase the amount of time doctors can spend on patients compared to paperwork.
5. Security: With so many transactions done online and so much information available online, Information technology makes it possible for your online data to stay secure until accessed by the proper channels. Using passwords and encryption, information technology hides your personal digital data away, and the only way it can be accessed is by companies who have permission from you.

6. Communication: With improvements in information technology, globalization has increased. The world is brought closer, and the world's economy is quickly becoming a single interdependent system. Information can be shared quickly and easily from all over the globe, and barriers of linguistic and geographic boundaries can be torn down as people share ideas and information with each other.

7. Employment: Information technology has also created new jobs. Programmers, systems analyzers, hardware and software developers, and web designers all owe their jobs to information technology. Without such advances, these jobs would not exist.

1.4 SERVICES PROFILE:

1, Infosys: is a global leader in next-generation digital services and consulting. The company enables clients in more than 50 countries to navigate their digital transformation. With over four decades of experience in managing the systems and workings of global enterprises, Infosys expertly steer their clients through their digital journey. The company do it by enabling the enterprise with an AI-powered core that helps prioritize the execution of change and also empower the business with agile digital at scale to deliver unprecedented levels of performance and customer delight. The company's always-on learning agenda drives their continuous improvement through building and transferring digital skills, expertise, and ideas from their innovation ecosystem.

2. Tech Mahindra: is a part of the Mahindra Group, founded in 1945, one of the largest and most admired multinational federation of companies with 260,000 employees in over 100 countries. It enjoys a leadership position in farm equipment, utility vehicles, information technology and financial services in India and is the world's largest tractor company by volume. We are a USD 5.1 billion organization with 141,100+ professionals across 90 countries helping 1123 global customers, including Fortune 500 companies. We are focused on leveraging next-generation technologies including 5G, Blockchain, Cyber security, Artificial Intelligence, and more, to enable end-to-end digital transformation for global customers.

3. HCL Technologies: is a next-generation global technology company that helps enterprises re-imagine their businesses for the digital age. Our technology products and services are built on four decades of innovation, with a world-renowned management philosophy, a strong culture of invention and risk-taking, and a relentless focus on customer relationships. HCL also takes pride in its many diversity, social responsibility, sustainability, and education initiatives. Through its worldwide network of R&D facilities and co-innovation labs, global delivery capabilities, and over 197,000+ 'Idea preneurs' across 52 countries, HCL delivers holistic services across industry verticals to leading enterprises, including 250 of the Fortune 500 and 650 of the Global 2000.

1.5 NEED OF THE STUDY:

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

1.6 STATEMENT OF THE PROBLEM:

The training and development plays an important role in the organization .Success or failure it is totally depends on the employee skills. Employee skills are totally depend upon the training and development provide by organization .Organization should give very efficient training to the employee to improve the skill. The training session leads long hours so employee will get bored and not interested in their session .Success or failure of an organization depends on efficient of employee skills. Training establishes specific skills, abilities and knowledge to an employee Training in the IT service industry is one of the essential functions that require focused strategies and policies .It focuses on teaching employees the way to do specific tasks to extend efficiency. Training and development is one of the sub systems of human Resource Development.

1.7 OBJECTIVES OF THE STUDY:

1.7.1 PRIMARY OBJECTIVE:

1) To analyse effectiveness of training and development in IT companies.

1.7.2 SECONDARY OBJECTIVES:

- 1) To study the employee performance in training and development period.
- 2) To examine how employees developed the work in training and development program.
- 3) To study suitable measure to improve the training program.
- 4) To examine the employees satisfaction towards training program.

1.8 SCOPE OF THE STUDY:

The study is conducted among new employee. To know the employee performance during the training period. To know whether the employee is effective in performance through training and development program. To know whether the training and development program help employee to increase job satisfaction and improve skills and ability.

1.9 LIMITATIONS OF THE STUDY:

1. Some employee was not answering properly because of lack of time to share their points.
2. Due to ambiguity some skipped the questions.
3. Respondent may be reluctant to give full information.
4. The survey was taken from middle and lower level management only.
5. Some of the employees were not able to answering their questions because of their
6. Lack of interest to share their opinions.

1.10 CHAPTER FRAME WORK:

CHAPTER 1: INTRODUCTION-

This chapter consists of effectiveness of training and development in IT sectors, introduction, service profile, industry profile, need of the study, statement of the problem, objectives of the study, scope of the study, Limitations of the study.

CHAPTER 2: REVIEW OF LITERATURE-

This chapter consists of research paper of authors who had been conducted the research study on effectiveness of training and development in IT sectors.

CHAPTER 3: RESEARCH METHODOLOGY-

This chapter consists of research design, source of data, sampling technique, structure of questionnaires, sample size, period of the study, statistical tools and hypothesis of study.

CHAPTER 4: DATA ANALYSIS-

This chapter consists of analysis which is collected through questionnaire and chi square and anova test used as tools to analyses the study.

CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION-

This chapter consists of findings, suggestions and conclusion of the study.

CHAPTER 2

REVIEW OF LITERATURE

The growth of Information Technology has revolutionized and has brought in a paradigm shift in human-life. To fit into the system employees should equip themselves with the latest methodologies and happenings. Training and Development is one aspect which makes the employees get ready for tomorrows requirements. 'Perform or Perish' is the saying of the day. Employees, especially in IT sector, should update themselves with the unprecedented changes that took place in IT sector. It is at this juncture, a study on Effectiveness of Training and Development Programs in the Information Technology Sector has been taken up.

MPOFU & HLATYWAYO (2015) Study of employees perception in training & development in it sector: the review portrays the training and development as a significant factor that assumes a vital job in the achievement and efficiency of any association in the present global economy, which includes the utilization of imaginative technology and expanded response to client needs.

KASHI (2014) The study on Training and development is planned for upgrading the fitness and capacity of employees by giving people and groups important skills, knowledge, and capacities expected to expand an association's productivity, efficiency, skills improvement, learning and decrease waste, mishaps, and employees' truancy. It likewise improves labour development and guarantees the endurance and development of the association.

NOE (2013) The study of training and development is regularly utilized reciprocally yet can be separated OBISI (2011). The study portrays training as a conscious exertion set up by an association for employees to learn job-related abilities, knowledge, skills and practices that can be applied to their day by day exercises. Development, in any case, is seen "as "formal training, job encounters, relationship, skills and capacities that assist employees with getting ready for future jobs or position".

VIMALA SANJEEV KUMAR (2011) study on Effectiveness of training and development programs. The academic foundation surveyed on the employees training and attended to the hitches that affect the training and training effectiveness on HR practices. The researcher studied the main factors that influence employee training on human resource practices and then applied on human resources for development.

SCHMIDT STEVEN (2009) A Study on the Level of Satisfaction of employee towards the training program practiced in selected IT industries: Training should be designed and delivered to meet the needs of all employees, and employees should perceive that they are being treated fairly and equitably with regard to the training they receive. This study depicts the level of satisfaction of employees towards the training program in IT industry.

AGUINIS & KRAIGER (2009)As per the author development is having to do with "exercises that lead up to increasing new knowledge or skills for motivations behind self-improvement while training is applying a deliberate and sorted out technique to learning planned for creating and improving the adequacy of the person as well as the group and the association overall".

COSTAS & FLEMING (2009) A study on employee's training & development in HCL: A manager is that what the other members of the organization wants them to be because it is a very popular trend of development training for the managers in the training for the management ANDERSSON (2008) & LUO (2002). Most of the managers seem to reject a managerial personality in support of the other truth for themselves.

CASSE & BANAHAH (2007) Study on training and development practices in it companies: The different viewed to training and development needs to be explored. It has come to their attention by their own preferred model and through experience with large Organizations. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing this, they advising on all the problems, which reiterates the requirement for a flexible approach.

CHATTERJEE S.R (2007) study on Effectiveness of training and development programs: From the economic point of view, India has a huge growth in inputs such as manpower and employment, but to develop more India lacks in specific knowledge, so this study says that for India still training and development is a new form to develop the skills and career of manpower. For this sake organizations are adopting effective policies regarding employees like "Wings within" in a software company name Wipro.

SUN (2006) Study on The researcher discusses the IT companies are taking care to retain key technical workers, Bonus and Pay hikes are important incentives given to employees. One of the popular methods is to keep IT workers is to train and give chance for professional advancement. SUN (2006)

RAYMOND A. NOE (2005).Study on Training and Development reflect the traditional as well as the broadening role of training and development in organizations. It discusses the role of training and development in companies. "Strategic Training" focuses how they can support business goals, designing training programs, learning theories and program address the learning process and characteristics of a learning environment and practical suggestions for designing training to ensure that training occurs and how to evaluate training programs and cost-effective training programs, to evaluate the return on investment and if performance is reached.

MICHAEL ARMSTRONG (2000). Study on training and development practices in it companies: it is very necessary for the organization to design the training very carefully. Training is the act of increasing knowledge and skills of an employee for doing a particular job.

ASWATHAPPA K. (2000)Study The term 'training ' points the process involved in increasing the aptitudes, skills, Knowledge abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need the training to perform their duties effectively'.

ARMSTRONG (2000). Study on Training is systematic development of the knowledge, skills, and attitudes required by an individual to perform adequately a given task or job.

PARTLOW (1996) Study on Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results.

HOLLI & CALABRESE (1998) the study defined evaluation as comparisons of an observed value or quality to a standard or criteria of comparison. Evaluation is the process of forming value judgments about the quality of programs, products, and goals. The literature on training and development use as a motivation and retention tool is going to be reviewed, moreover, training and development on international scale and its possible issues are going to be discussed. To sum up, a conclusion summarizing all findings is going to be drawn.

CHAPTER- 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN:

The research design of this project is descriptive design. The method of research used here is a simple survey created using goggle forms. The research is conducted to analyze the employees training and development in IT sectors.

3.2 SOURCE OF DATA:

The data collection made in this project is done through a questionnaire. The primary data has collected through well framed questionnaires from employees. The secondary data were collected from websites, articles and online journals.

3.3 SAMPLING TECHNIQUE:

The sampling technique used here is convenience sampling where the survey is entirely based on availability and willingness of the participants to take part in the survey conducted. The participant is not forced to take up the survey and it is entirely based on their willingness to contributed to the survey consist of a pre-determined question and options where the participants are asked to choose from the given options to answer for the given question.

3.4 STRUCTURE OF THE QUESTIONNAIRE:

Questionnaire was divided into two sections. First part contains general information and the second part contains questions related to “A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN IT SECTOR” questionnaire was prepared by using Linkert scale.

3.5 SAMPLE SIZE:

The sample size for the project had a target of 100-120 participants. The fixed of the sampling size has been achieved as the total number of respondents for the survey questionnaire was 120. Total of 120 respondents helped the project to analyze more responses and it helped to derive a conclusion regarding “A study on effectiveness on training and development in IT sectors”.

3.6 PERIOD OF STUDY:

This is one time research where the research is conducted only for one time and that the project is based on the responses derived from a definition period of time. The period of study for the project was about to 10 days. The entire project is based on the responses collected from the 120 participants in 10-day time period.

3.7 HYPOTHESES/ANALYTICAL TOOLS:

The following are a set of imaginary questions framed in order to conduct hypothesis tested using chi square test and Correlation. These questions are framed in form of quantitative data as the survey was of qualitative data.

3.8 Statistical tools used:

3.8.1 Chi square:

H0: THERE IS NO SIGNIFICANT RELATIONSHIP BETWEEN GENDER AND CARRER DEVELOPMENT OF EMPLOYEES IN IT COMPANIES.

H1: THERE IS SIGNIFICANT RELATIONSHIP BETWEEN GENDER AND CARRER DEVELOPMENT OF EMPLOYEES IN IT COMPANIES.

Results						
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Row Totals
Male	11 (12.00) [0.08]	19 (20.50) [0.11]	22 (18.50) [0.66]	6 (7.00) [0.14]	2 (2.00) [0.00]	60
Female	13 (12.00) [0.08]	22 (20.50) [0.11]	15 (18.50) [0.66]	8 (7.00) [0.14]	2 (2.00) [0.00]	60
Column Totals	24	41	37	14	4	120 (Grand Total)

The chi-square statistic is 1.9962. The p -value is .736455. The result is *not* significant at $p < .05$.

Since the ph value is greater than 0.05 so alternative hypothesis is rejected and null hypothesis is accepted so there is no relationship between the gender and career development.

3.8.2 Anova test:

H0: THERE IS NO SIGNIFICANT RELATIONSHIP BETWEEN THE TRAINING PROGRAM AND DEVELOPMENT OF SKILLS.

H1: THERE IS SIGNIFICANT RELATIONSHIP BETWEEN THE TRAINING PROGRAM AND DEVELOPMENT OF SKILLS.

Analysis of Variance Results

F-statistic value = 3.06528

P-value = 0.12536

Data Summary				
Groups	N	Mean	Std. Dev.	Std. Error
Group 1	2	15	7.0711	5
Group 2	2	16.5	9.1924	6.5
Group 3	2	18	4.2426	3
Group 4	2	9.5	2.1213	1.5
Group 5	2	1	0	0

ANOVA Summary					
Source	Degrees of Freedom	Sum of Squares	Mean Square	F-Stat	P-Value
	DF	SS	MS		
Between Groups	4	385	96.25	3.0653	0.1254
Within Groups	5	157.0002	31.4		
Total:	9	542.0002			

Since p value is greater than 0.05 so alternative hypothesis is rejected and null hypothesis is accepted so there is no relationship between training program and development of skills.

CHAPTER - 4

DATA ANALYSIS AND INTERPRETATION

The following consist of the data analysis and interpretation of my questionnaire:

4.1.1 TABLE NO-1: Gender wise classification of respondents

Gender	No. Of. respondents	Percentage
Male	31	32.5
female	89	67.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 32.5% of the respondents of are male and 67.5% of

The respondents are female. Majority of the respondents (67.5%) are female.

Gender

120 responses

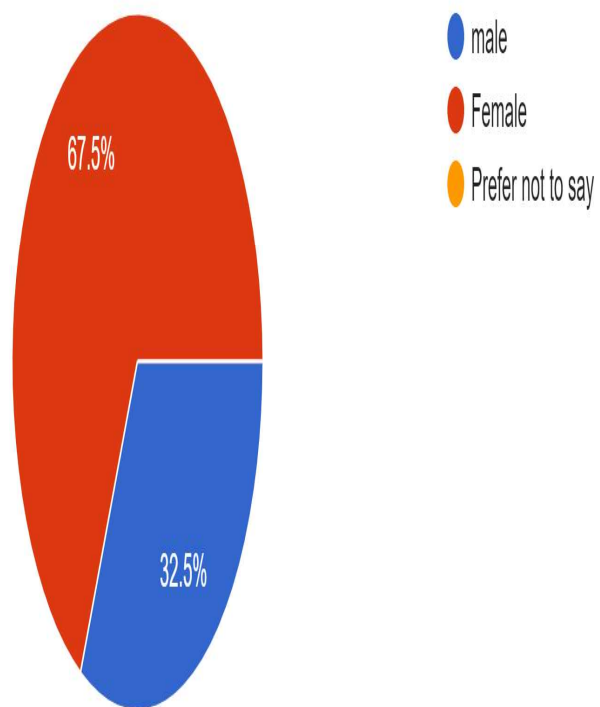


CHART NO-1: Gender wise classification of respondents

4.2.1 TABLE NO-2: Age wise classification of respondents

Age	No. Of. respondents	percentage
20-25	48	40
26-35	37	30.8
36-45	25	20.8
Above 45	10	8.4
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From above table 40% of the respondents of the questionnaire are 20-25 years, 30.8% of the respondents are 26-35 years, 20.8% of the respondents are 36-45 years and 8.4% of the respondents are above 45 years. Majority (30.8%) of the respondents are 26-35 years.

Age

120 responses

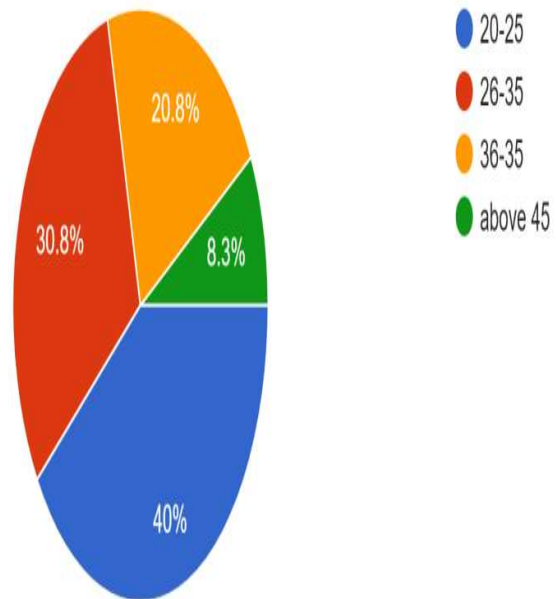


CHART NO-2: Age wise classification of respondents

4.3.1 TABLE NO-3: Qualification wise classification of respondents

Qualification	No. Of. respondents	percentage
UG	21	17.5
PG	57	47.5
DIPLOMA	28	23.3
PROFESSIONAL	14	11.7
TOTAL	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From above table 17.5% of the respondents of the questionnaire are UG, 47.5% are PG, 23.3% are DIPLOMA and 11.7% are PROFESSIONAL. Majority (47.5%) of the respondents are PG

Qualification

120 responses

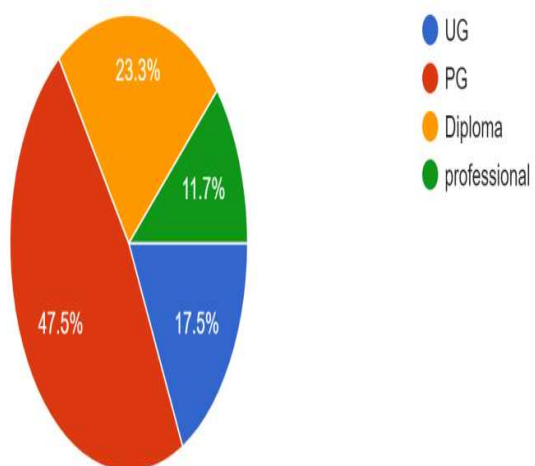


CHART NO-3: Qualification wise classification of respondents

4.4.1 TABLE NO-4: MONTHLY WISE CLASSIFICATION OF RESPONDENTS:

Monthly income	No. Of. respondents	percentage
<20000	23	19.2
20000,35000	30	25
36000-45000	48	40
Above 45000	19	15.8
Total	120	100

SOURCE: PRIMARY DATA**INTERPRETATION:**

From the above table 19.2% of the respondents of the questionnaire are <20000, 25% are 20,000-35,000, 40% are 36000-45000, and 15.8% are above 45000. Majority (40%) of the respondents of my questionnaire are 36000-45000 income.

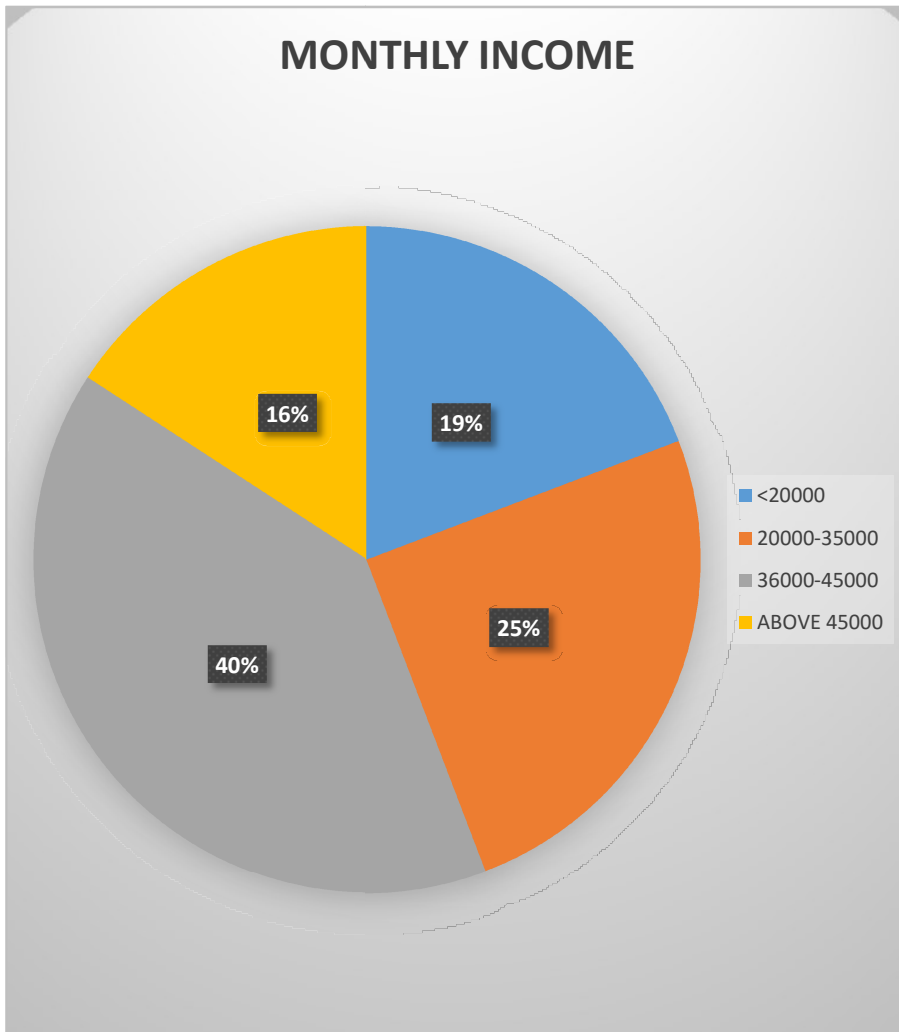


CHART NO-4: MONTHLY WISE CLASSIFICATION OF RESPONDENTS

4.5.1 TABLE NO-5: EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS

Experience	No. Of. respondents	percentage
0-2	39	32.5
3-6	26	21.7
6-9	41	34.2
Above 9	14	11.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 32.5% of the respondents of the questionnaire are 0-2 years, 21.7% are 3-6 years, 34.2% are 6-9 years and 11.7% of the respondents are above 9 years experience. Majority (34.2%) of the respondents are 6-9 years of experience.

Experience level

120 responses

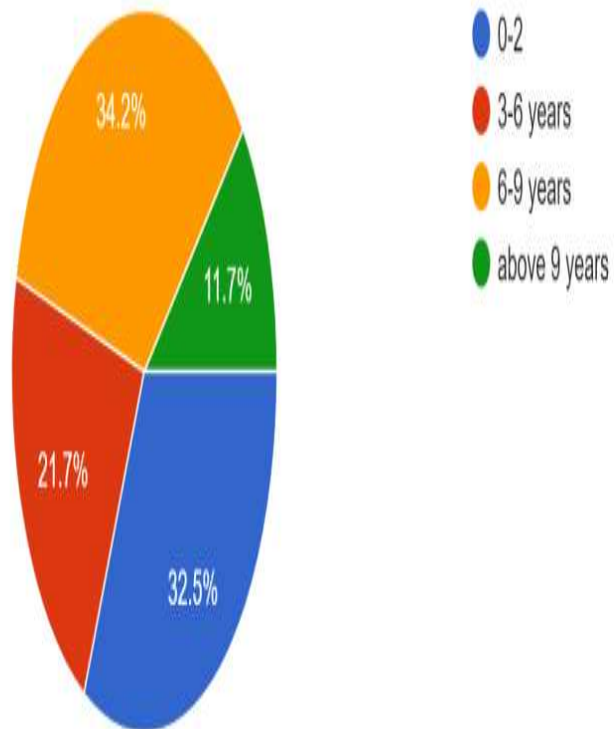


CHART NO-5: EXPERIENCE WISE CLASSIFICATION OF RESPONDENTS

4.6.1 TABLE NO-6: Which type of training method is followed in your organization?

training method	No. Of. respondents	percentage
On-the-job	38	31.7
Off-the-job	49	40.8
Both	33	27.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 31.7% of the respondents of the questionnaire are on the job method, 40.8% are off the job method and 27.5% are both method. Majority (40.8%) of the respondents are off the job training method.

Which type of training method is followed in your organization.

120 responses

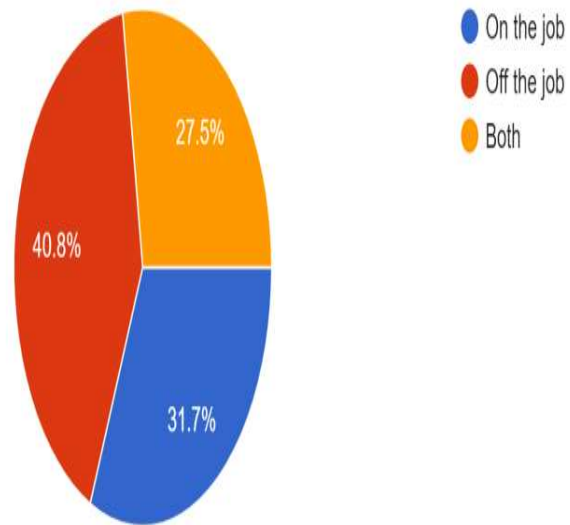


CHART NO-6: How many training programs you have attended in your organization.

4.7.1 TABLE NO-7: How many training programs you have attended in your organization.

training programs you have attended	No. Of. respondents	percentage
1	22	18.3
2	36	30
3	45	37.5
More than 3	17	14.2
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION

From the above table 18.3% of the respondents of the questionnaire are attend 1 program, 30% are attend 2 program, 37.5% are attend 3 program, 14.2% are attend more than 3 program. Majority (37.5%) of the respondents are attending 3 programs.

How many training programs you have attended in your organization.

120 responses

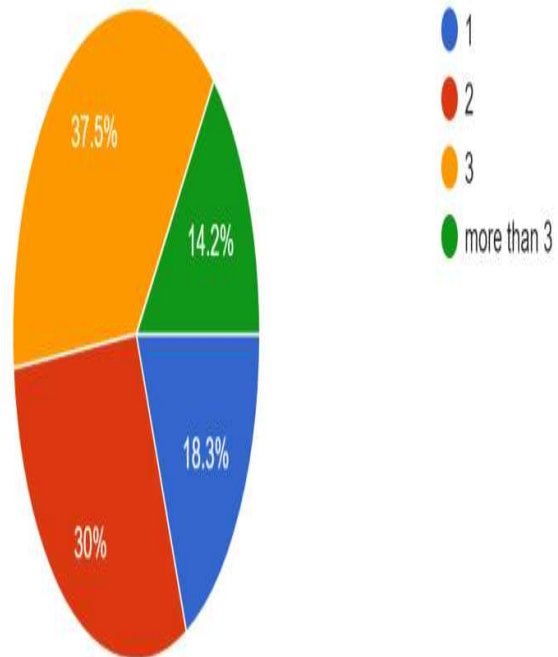


CHART NO-7: How many training programs you have attended in your organization.

4.8.1 TABLE NO: 8) The training and development program are conducted as per the schedule

The training and development program are conducted as per the schedule	No. Of. respondents	percentage
Strongly agree	30	25
agree	34	28.3
neutral	32	26.7
disagree	20	16.7
Strongly disagree	4	3.3
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 25%^ of the respondents of the questionnaire are strongly agree 28.3% of respondents are agree 26.7% of the respondents are neutral 16.7% of the respondents are disagree 3.3% of the respondents are strongly disagree. Majority (28.3%) of the respondents of my questionnaire are neutral for training and development program.

The training and development program are conducted as per the schedule

120 responses

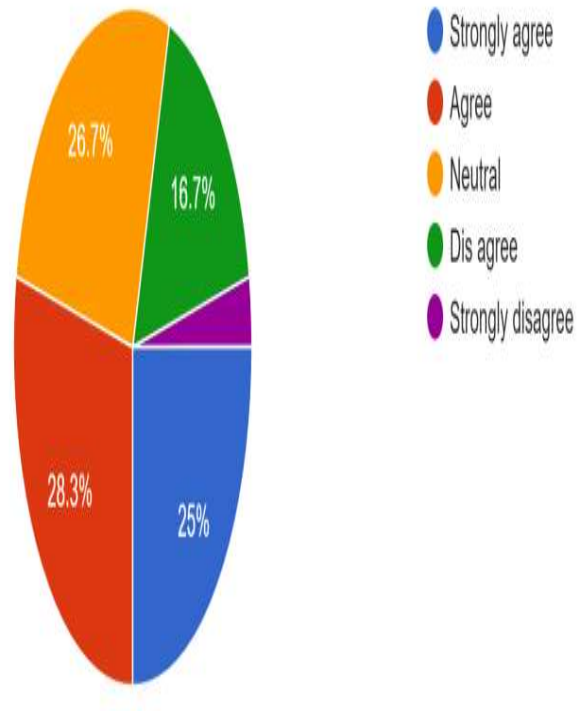


CHART NO-8: The training and development program are conducted as per the schedule

4.9.1 TABLE NO-9: The training session have helped you to develop your work effectively?

The training session have helped you to develop your work effectively?	No. Of. respondents	percentage
Strongly agree	26	21.7
agree	44	36.7
neutral	24	20
disagree	23	19.2
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 21.7% of the respondents of the questionnaire strongly agree 36.7% of the respondents are agree 20% of the respondents are neutral 19.2% of the respondents are disagree and 2.5% of the respondents are strongly disagree. Majority (36.7%) of the respondents of my questionnaire are agree.

The training session have helped you to develop your work effectively?

120 responses

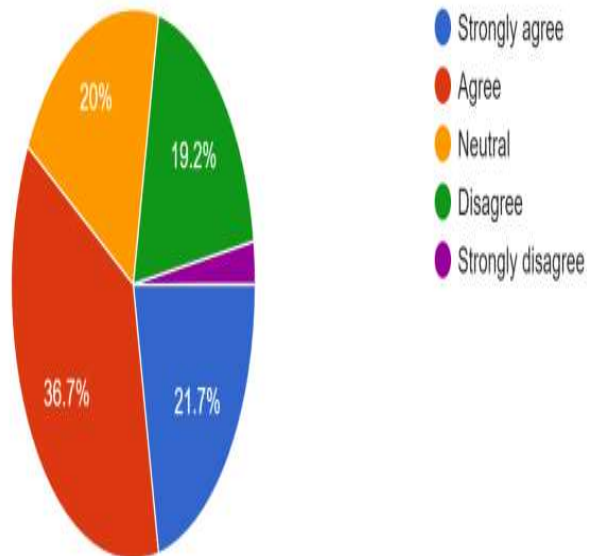


CHART NO-9: The training session have helped you to develop your work effectively?

4.10.1 TABLE NO-10: Whether contents covered during training session was relevant to you

Whether contents covered during training session was relevant to you	No. Of. respondents	percentage
Strongly agree	22	18.3
agree	38	31.7
neutral	37	30.8
disagree	20	16.7
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 18.3% of the respondents of the questionnaire are strongly agree 31.7% are agree 30.8% are neutral 16.7% are disagree and 2.5% are strongly disagree. Majority (31.7%) of the respondents are agree.

Whether contents covered during training session was relevant to you?

120 responses

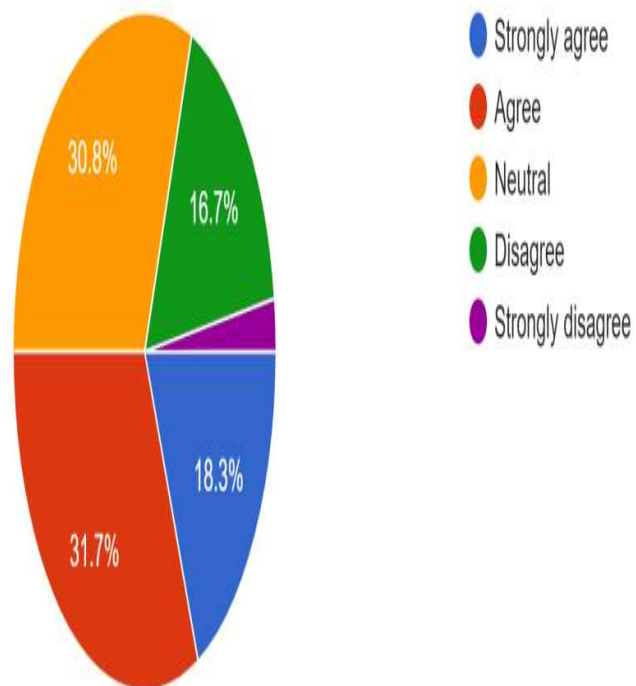


CHART NO-10: Whether contents covered during training session was relevant to you

4.11.1 TABLE NO-11: At what extend to the training has helped you in development?

At what extend to the training has helped you in development?	No. Of. respondents	percentage
Increase productivity	23	19.2
promotion	36	30
Comfort on job	41	34.2
Complete work on time	20	16.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 19.2% of the respondents are increase productivity 30% are promotion 34.2% are comfort on job and 16.7% are complete work on time. Majority (34.2%) of the respondents are comfort on the job

At what extend to the training has helped you in development?

120 responses

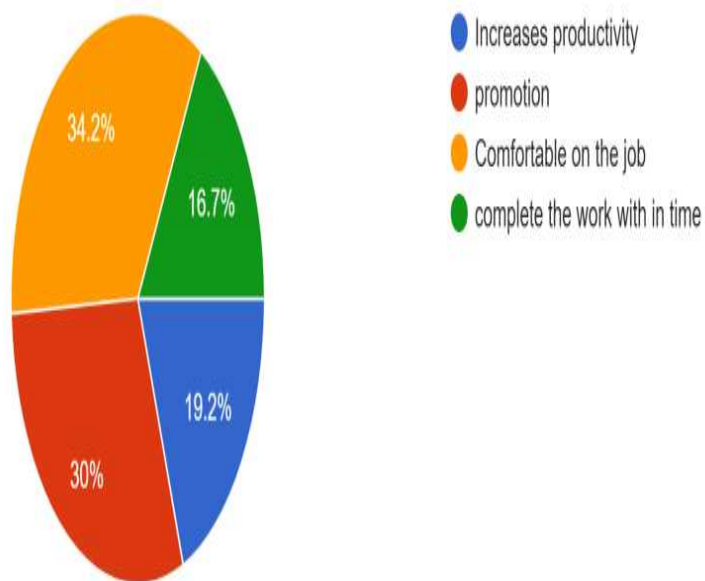


CHART NO-11: At what extend to the training has helped you in development?

4.12.1 TABLE NO-12: The training program helps in your career development?

The training program helps in your career development?	No. Of. respondents	percentage
Strongly agree	24	20
agree	41	34.2
neutral	37	30.8
disagree	14	11.7
Strongly disagree	4	3.3
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 20% of the respondents of the questionnaire are strongly agree 34.2% are agree 30.8% are neutral 11.7% are disagree and 3.3% are strongly disagree. Majority (34.2%) of the respondents are agree.

The training program helps in your career development?

120 responses

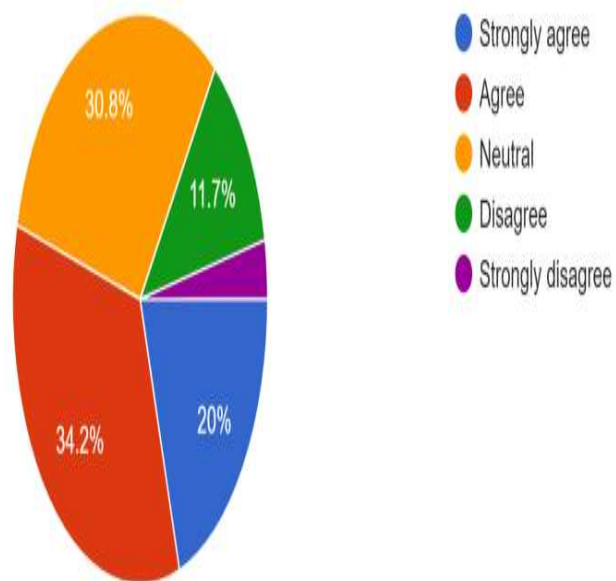


CHART NO-12: The training program helps in your career development?

4.13.1 TABLE NO-13: How is the trainer's feedback about employees after training?

How is the trainer's feedback about employees after training?	No. Of. respondents	percentage
Highly satisfied	27	22.5
satisfied	39	32.5
neutral	40	33.3
dissatisfied	11	9.2
Highly dissatisfied	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 22.5% of the respondents of the questionnaire are Highly satisfied 32.5% are satisfied 33.3% are neutral 9.2% are dissatisfied and 2.5% are highly dissatisfied. Majority (33.3%) of the respondents are neutral.

How is the trainer's feedback about employees after training?

120 responses

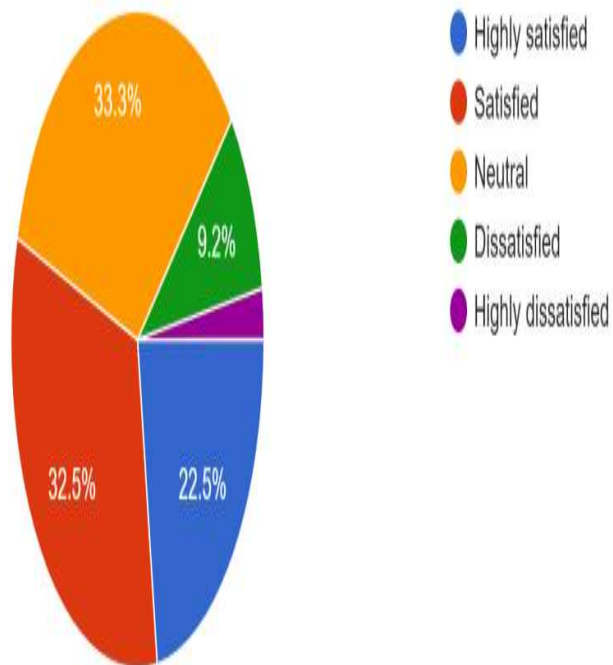


CHART NO-13: How is the trainer's feedback about employees after training?

4.14.1 TABLE NO-14: After this training do you feel comfortable handling the assigned tasks?

After this training do you feel comfortable handling the assigned tasks?	No. Of. respondents	Percentage
Strongly agree	31	25.8
agree	31	25.8
neutral	39	32.5
disagree	16	13.3
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 25.8% of the respondents of the questionnaire are strongly agree 25.8% are agree 32.5% are neutral 13.3% are disagree and 2.5% are strongly disagree. Majority (32.5%) of the respondents are neutral.

After this training do you feel comfortable handling the assigned tasks?

120 responses

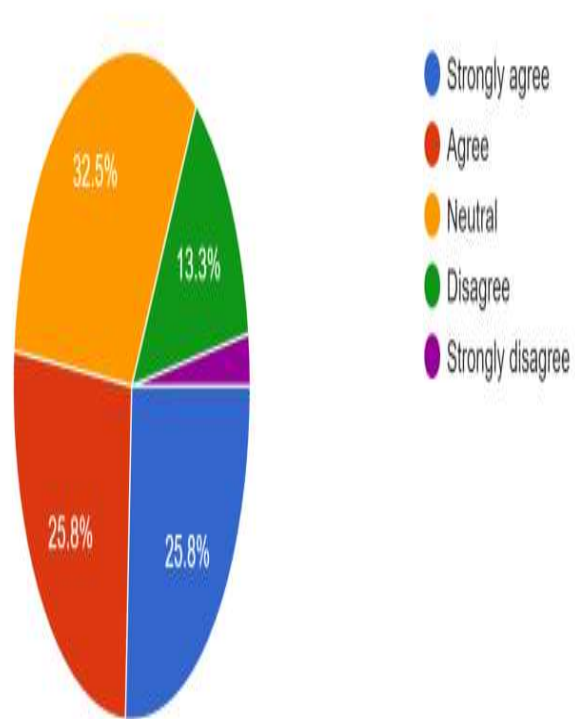


CHART NO-14: After this training do you feel comfortable handling the assigned tasks?

4.15.1 TABLE NO-15: Do you agree that training helps you to maintain good relationship with your colleagues and subordinates?

Do you agree that training helps you to maintain good relationship with your colleagues and subordinates?	No. Of. respondents	percentage
Strongly agree	25	20.8
agree	36	30
neutral	31	25.8
disagree	21	17.5
Strongly disagree	7	5.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 20.8% of the respondents of my questionnaire are strongly agree 30% are agree 25.8% are neutral 17.5% are disagree and 5.8% are strongly disagree. Majority (30%) of the respondents are AGREE.

Do you agree that training helps you to maintain good relationship with your colleagues and subordinates?

120 responses

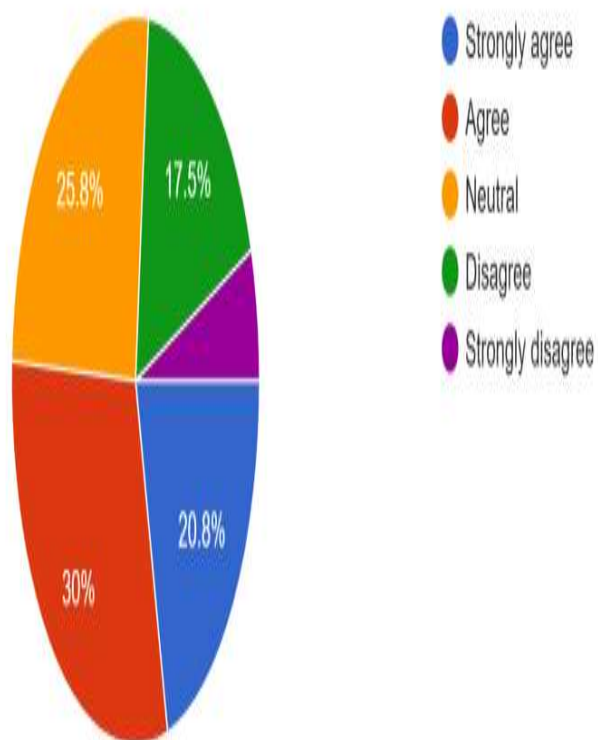


CHART NO-15: Do you agree that training helps you to maintain good relationship with your colleagues and subordinates?

4.16.1 TABLE NO-16: The training program gives you a clear idea to develop your skills?

The training program gives you a clear idea to develop your skills?	NO. Of. respondents	percentage
Strongly agree	30	25
agree	33	27.5
neutral	36	30
disagree	19	15.8
Strongly disagree	2	1.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 25% of the respondents of the questionnaire are strongly agree 27.5% are agree 30% are neutral 15.8% are disagree and 1.7% are strongly disagree.. Majority (30%) of the respondents are NEUTRAL.

The training program gives you a clear idea to develop your skills?

120 responses

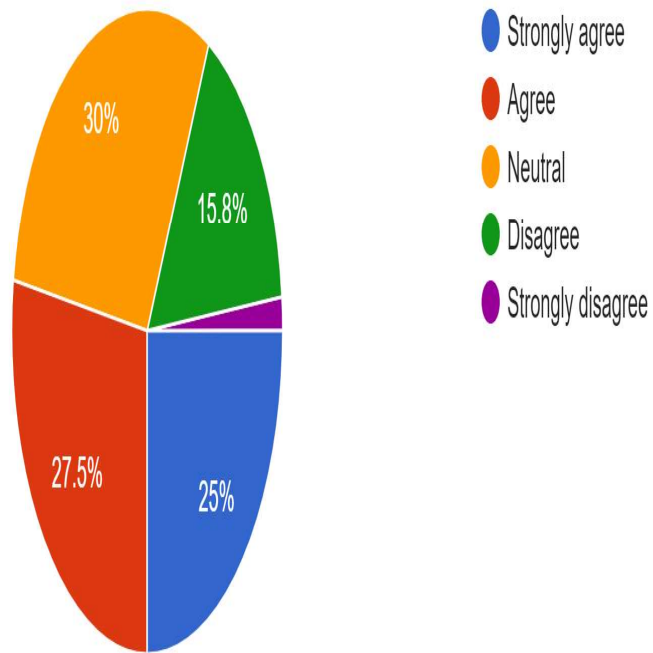


CHART NO-16: The training program gives you a clear idea to develop your skills?

4.17.1 TABLE NO-17: The training program gives you a clear idea about the job?

The training program gives you a clear idea about the job?	No. Of. respondents	percentage
Strongly agree	23	19.2
agree	39	32.5
neutral	37	30.8
disagree	19	15.8
Strongly disagree	2	1.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 19.2% of the respondents of the questionnaire are strongly agree 32.5% are agree 30.8% are neutral 15.8% are disagree and 1.7% are strongly disagree. Majority (33.3%) of the respondents are NEUTRAL.

The training program gives you a clear idea about the job?

120 responses

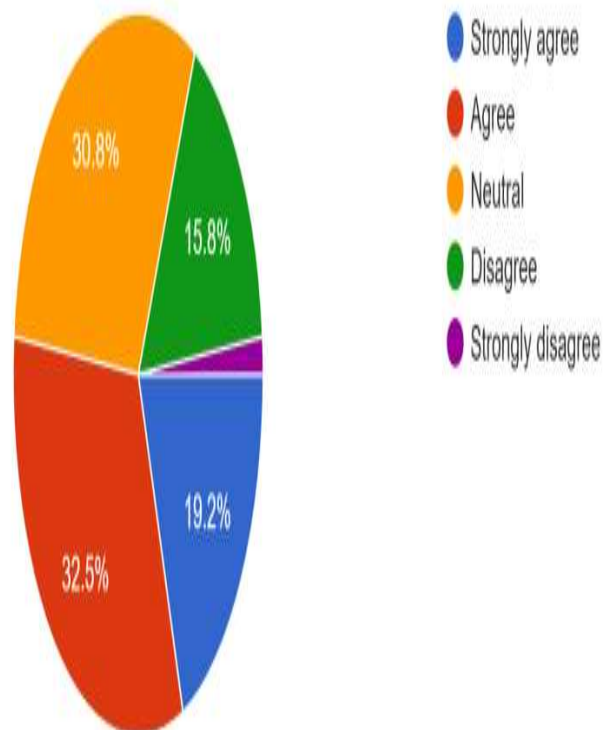


CHART NO-17: The training program gives you a clear idea about the job?

4.18.1 TABLE NO-18: The training method focuses on developing team work and leadership skills?

The training method focuses on developing team work and leadership skills?	No. Of. respondents	percentage
Strongly agree	26	21.7
agree	40	33.3
neutral	36	30
disagree	16	13.3
Strongly disagree	2	1.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 21.7% of the respondents of the questionnaire are strongly agree 33.3% are agree 30% are neutral 13.3% are disagree and 1.7% are strongly disagree. Majority (33.3%) of the respondents are AGREE.

The training method focuses on developing team work and leadership skills?

120 responses

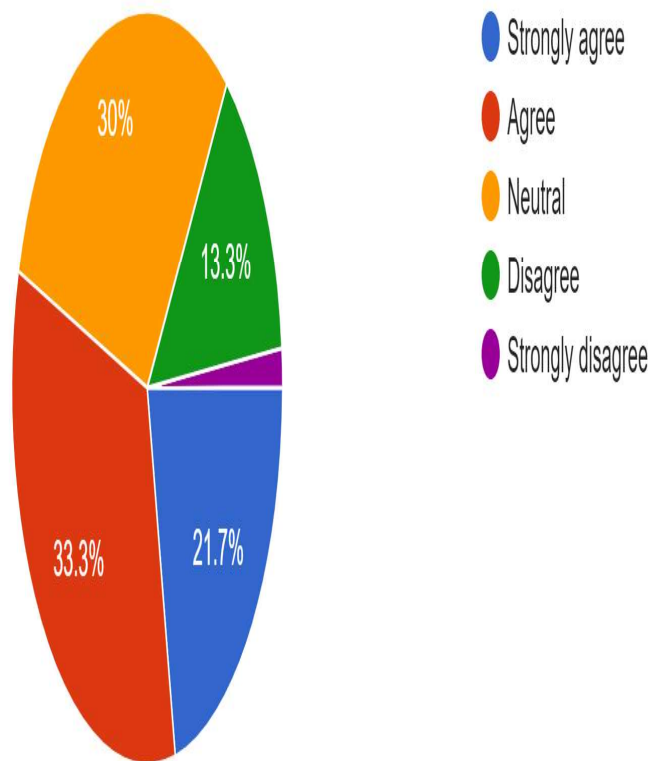


CHART NO-18: The training method focuses on developing team work and leadership skills?

4.19.1 TABLE NO-19: Are you satisfied with the present training program gives by your organization?

Are you satisfied with the present training program gives by your organization?	No. Of. respondents	percentage
Highly satisfied	22	18.3
satisfied	35	29.2
neutral	37	30.8
dissatisfied	21	17.5
Highly dissatisfied	5	4.2
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 18.3% % of the respondents of the questionnaire are highly satisfied 29.2% are satisfied 30.8% are neutral 17.5% are dissatisfied and 4.2% are highly dissatisfied. Majority (30.8%) of the respondents are neutral.

Are you satisfied with the present training program gives by your organization?

120 responses

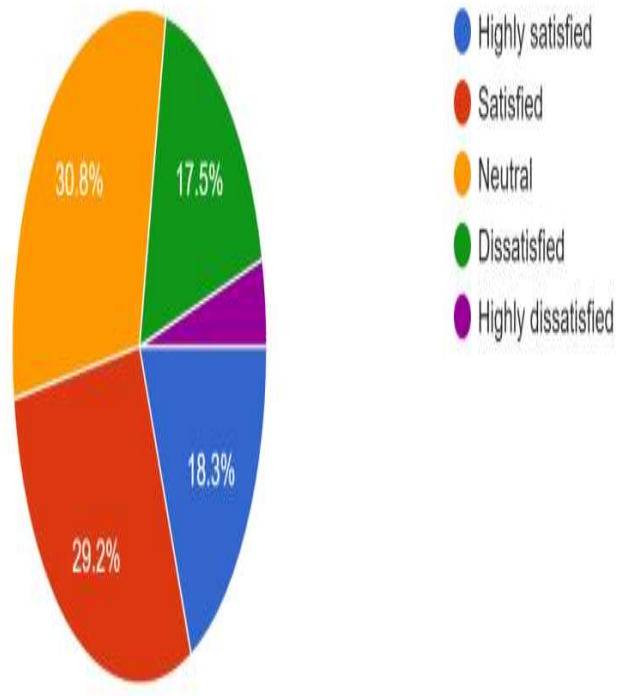


CHART NO-19: Are you satisfied with the present training program gives by your organization?

4.20.1 TABLE NO-20: Is there any difference in the employee before and after conducting training program?

S there any difference in the employee before and after conducting training program?	No. Of. respondents	percentage
Strongly agree	25	20.8
agree	40	33.3
neutral	40	33.3
disagree	12	10
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 20.8 % of the respondents of the questionnaire are strongly agree 33.3% are agree 33.3% are neutral 10% are disagree and 2.5% are strongly disagree. Majority (33.3%) of the respondents are AGREE.

Is there any difference in the employee before and after conducting training program?

120 responses

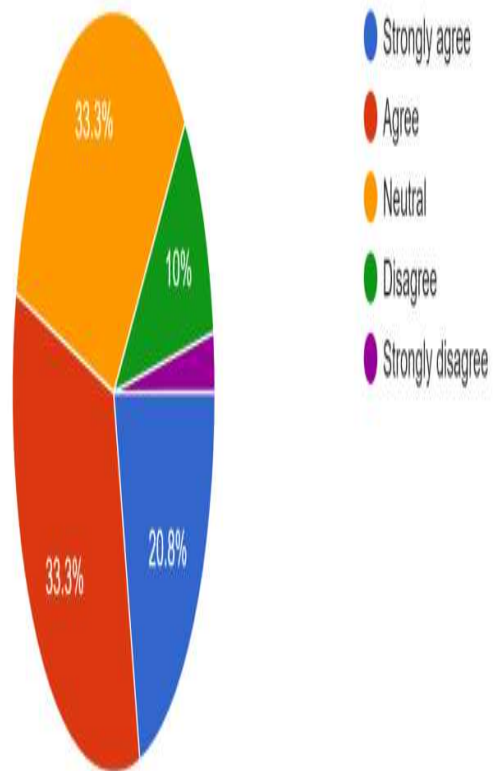


CHART NO-20: Is there any difference in the employee before and after conducting training program?

4.21.1 TABLE NO- 21: Training and development program satisfies the moral of work force in the organization

Training and development program satisfies the moral of work force in the organization	NO.OF.RESPONDENTS	Percentage
Strongly agree	26	23.3
agree	35	29.2
neutral	33	27.5
disagree	20	16.7
Strongly disagree	4	3.3
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 23.3% of the respondents of the questionnaire are strongly agree 29.2% are agree 27.5% are neutral 16.7% are disagree and 3.3% are strongly disagree. Majority (29.2%) of the respondents are AGREE

Training and development program satisfies the moral of work force in the organization?

120 responses

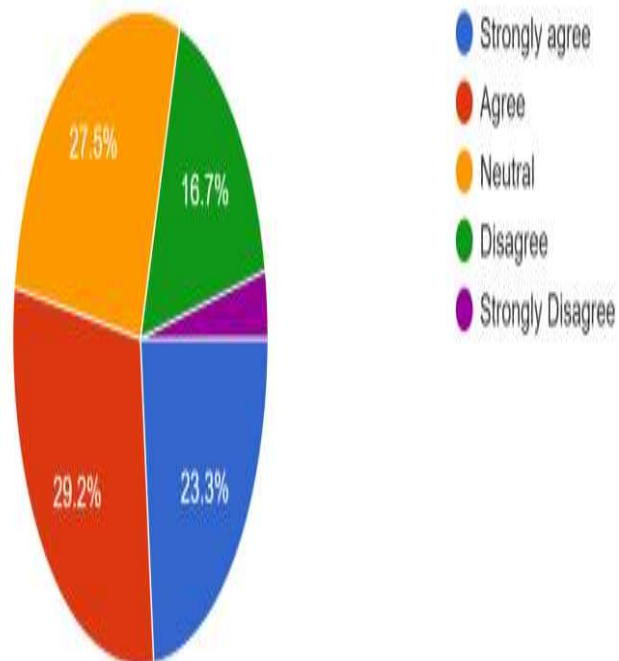


CHART NO-21: Training and development program satisfies the moral of work force in the organization

4.22.1 TABLE NO-22: Do you generally feel that you are able to balance your work and training program?

Do you generally feel that you are able to balance your work and training program?	NO.OF.RESPONDENTS	Percentage
Strongly agree	28	28.3
agree	41	34.2
neutral	30	25
disagree	18	15
Strongly disagree	3	2.5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 28.3% of the respondents of the questionnaire are strongly agree 34.2% are agree 25% are neutral 15% are disagree and 2.5% are strongly disagree. Majority (34.2%) of the respondents are AGREE

Do you generally feel that you are able to balance your work and training program?

120 responses

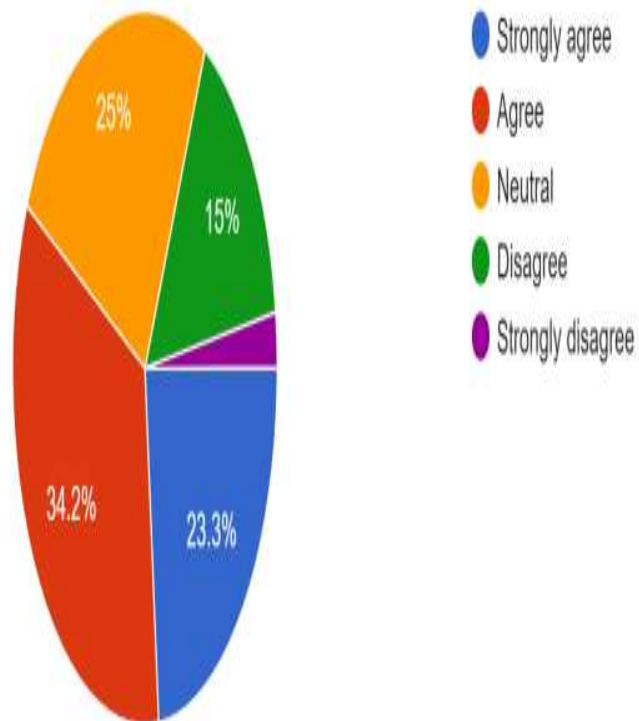


CHART NO-22: Do you generally feel that you are able to balance your work and training program?

4.23.1 TABLE NO-23: Do you feel that your skills and work have developed after training program?

Do you feel that your skills and work have developed after training program?	NO.OF.RESPONDENTS	Percentage
Strongly agree	22	18.3
agree	49	40.8
neutral	31	25.8
disagree	16	13.3
Strongly disagree	2	1.7
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 18.3% of the respondents of the questionnaire are strongly agree 40.8% are agree 25.8% are neutral 13.3% are disagree and 1.7% are strongly disagree. Majority (40.8%) of the respondents are AGREE

Do you feel that your skills and work have developed after training program?

120 responses

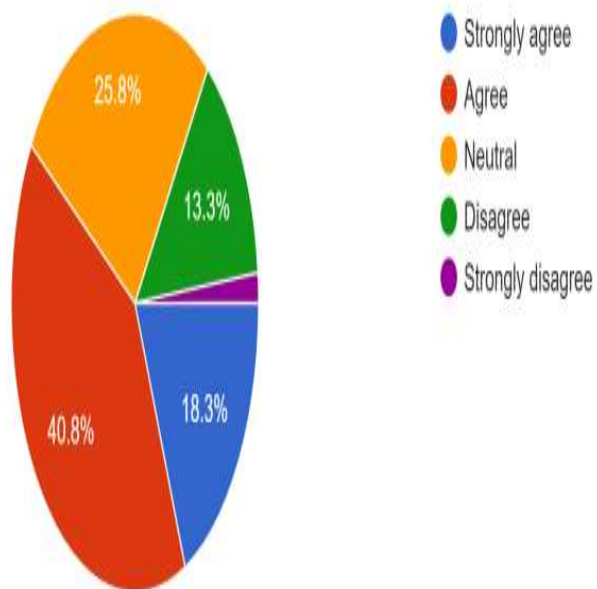


CHART NO-23: Do you feel that your skills and work have developed after training program?

4.24.1 TABLE NO-24: Do you agree that the training program has motivated you to drive the company in a positive direction

Do you agree that the training program has motivated you to drive the company in a positive direction	NO.OF.RESPONDENTS	Percentage
Strongly agree	26	21.7
agree	38	31.7
neutral	39	32.5
disagree	11	9.2
Strongly disagree	6	5
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 21.7% of the respondents of the questionnaire are strongly agree 31.7% are agree 32.5% are neutral 9.2% are disagree and 5% are strongly disagree. Majority (32.5%) of the respondents are NEUTRAL.

Do you agree that the training program has motivated you to drive the company in a positive direction?

120 responses

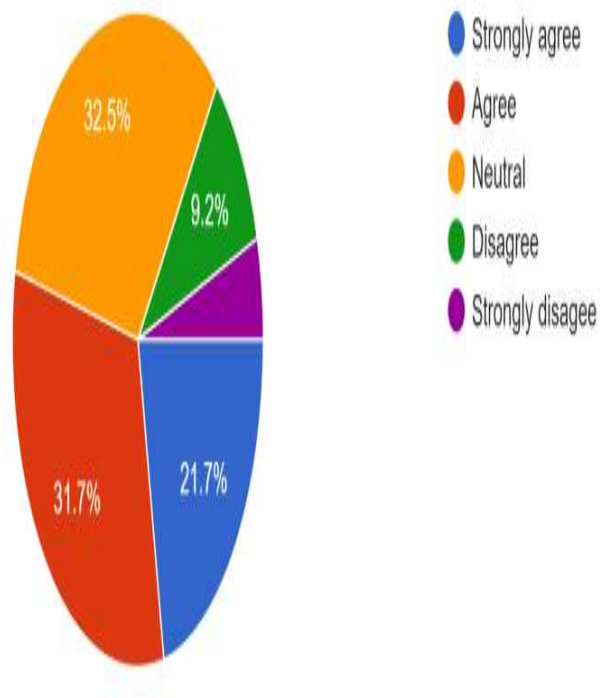


CHART NO-24: Do you agree that the training program has motivated you to drive the company in a positive direction

4.25.1 TABLE NO- 25: How do you feel about the training program?

How do you feel about the training program?	NO.OF.RESPONDENTS	Percentage
Highly satisfied	32	26.7
satisfied	32	26.7
neutral	35	29.2
dissatisfied	17	14.2
Highly dissatisfied	4	3.3
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 26.7% % of the respondents of the questionnaire are Highly satisfied 26.7% are satisfied 29.2% are neutral 14.2% are dissatisfied and 3.3% are highly dissatisfied. Majority (29.2%) of the respondents are neutral.

How do you feel about the training program?

120 responses

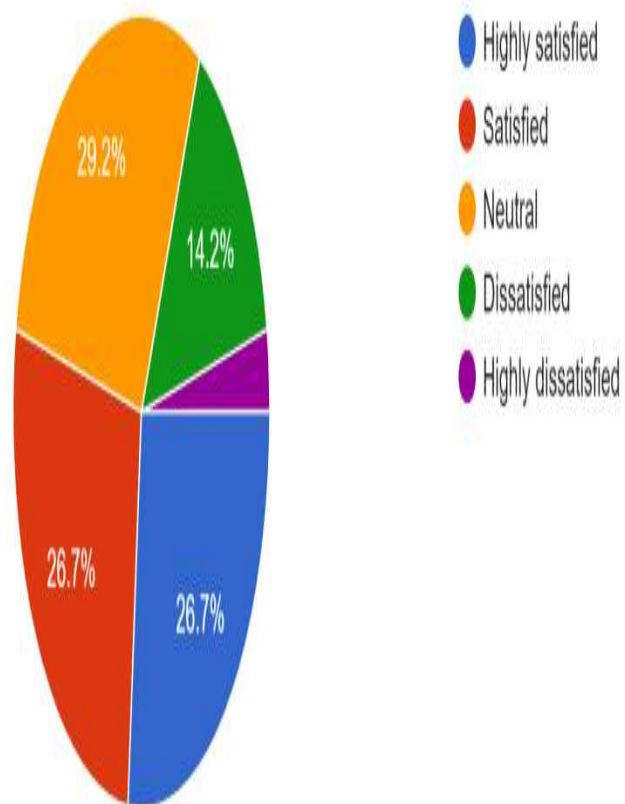


CHART NO-25: How do you feel about the training program?

4.26.1-TABLE NO: What are your expectations from the training and development program?

What are your expectations from the training and development program?	NO.OF.RESPONDENTS	Percentage
Increase knowledge	32	26.7
Improve job skills	48	40
Advanced career	33	27.5
Improve the moral	7	5.8
Total	120	100

SOURCE: PRIMARY DATA

INTERPRETATION:

From the above table 26.7% of the respondents of the questionnaire are increase knowledge, 40% of the respondents are improve the skills, 27.5% of the respondents are advanced in career and 5.5% of the respondents are improve the moral. Majority (40%) of the respondents are improve job skills

What are your expectations from the training and development program?

120 responses

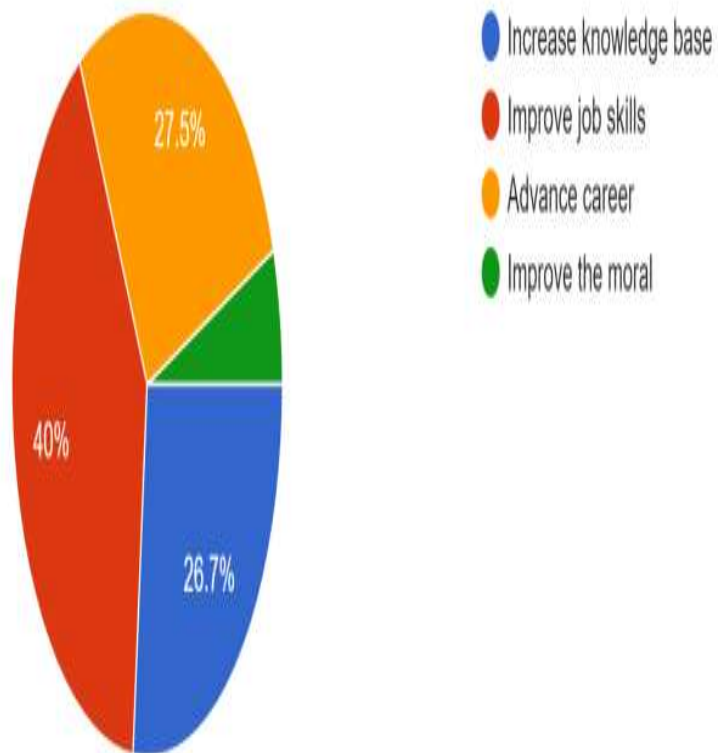


CHART NO-26: What are your expectations from the training and development program?

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS:

1. 67.5% of the respondents are female.
2. 40% of the respondents are age group of 20-25 years.
3. 47.5% of the respondents are pg graduate.
4. 40% of the respondent's monthly income is 36000-45000.
5. 24.2% of the respondents have 6-9 years of experiences.
6. 40.8% of the respondents attended 3 training program in their Organization
7. 28.3% of the respondents agree the training and development program are conducted as per the schedule.
8. 36.7% of the respondents agree that the training session have helped you to develop your work effectively.
9. 31.7% of my respondents agree that the content covered during training session was relevant to work.
10. 34.2% of the respondents say that they are comfortable in the work after training program.
11. 34.2% of the respondents agree that the training program helps in career development.
12. 33.3% of the respondents say both feedbacks will be satisfied and not satisfied.
13. 32.5% says both sometimes comfortable and sometimes not comfortable about the training program.
14. 30% of the respondents agree the training help to maintain good relationship with colleagues.

15. 30% of the respondents say both it will clear idea about the job and sometimes it will not give clear idea about the job.
16. 32.5% of the respondents agree training program helps to develop the skills.
17. 33.3% of the respondents agree training method focused on developing team work and skills.
18. 30.8% says both satisfied with present training program and not satisfied with training program.
19. 40% of the respondents say that training and development program improve the job skills.
20. 33.3% of the respondents agree there is difference in employee before and after training program.
21. 29.2% of the respondents agree training and development satisfied with moral work.
22. 34.2% of the respondents agree that they able to balance work and training.
23. 40.8% of the respondents agree that skills and work have developed after program.
24. 33.5% says both sometimes motive in positive direction sometimes not motive in positive direction.
25. 29.2% of the respondents says both satisfied and not satisfied with training and development program.

5.2 SUGGESTIONS:

The organization should concentrate more on employees who are not satisfied with present training program they have to be consolidated to know their reasons for not being satisfied. So that effectiveness can be achieved. The organization should ask their employees to suggest types of training which is more helpful in achieving the organizational goals. The training session should not be very long instead small and more frequent sessions can be conducted. Training program should be conducted in a periodical manner and workload can be reduced during training session which gives better performance and improves our efficiency.

Stress management training is more important for employees as it was observed that people are in tension and stress all the time in situations like how to do, what to do and when to do in managing both work and training simultaneously. The trainers can include new and different concepts like idea generation session etc. to make the training program more interesting and to reduce employees' stress level.

5.4 CONCLUSION:

In recent years, the role and importance of training and development has increased manifold. Training is one of the main activities which change the behavior of the people. It has become an essential part not only to increase the productivity but also to motivate and inspire workers. It increases the skills of the persons at all levels of the organization.

It also increases the human relation skills and helps to stimulate creative thinking. This encourages employees to execute his work much better and enhance their sense of commitment to work. The training program should be frequently conducted so as to improve efficiency of executives in the organization. From the above study it is found that the employees are satisfied with training and development programs.

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APPENDIX-1(QUESTIONNAIRE)

1. Name

2. Gender

- male
- Female
- Prefer not to say

3. Age

- 20-25
- 26-35
- 36-35
- above 45

4. Qualification

- UG
- PG
- Diploma
- professional

5. Monthly income

- <20000
- 20000-35000
- 36000-45000
- Above 45000

6. Experience level

- 0-2
- 3-6 years
- 6-9 years
- above 9 years

7. Which type of training method is followed in your organization?

- On the job
- Off the job
- Both

8. How many training programs you have attended in your organization.

- 1
- 2
- 3
- more than 3

9. The training and development program are conducted as per the schedule

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. The training session have helped you to develop your work effectively?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

11. Whether contents covered during training session was relevant to you?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. At what extend to the training has helped you in development?

- Increases productivity
- promotion
- Comfortable on the job
- complete the work within time

13. The training program helps in your career development?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. How is the trainer's feedback about employees after training?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

15. After this training do you feel comfortable handling the assigned tasks?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Do you agree that training helps you to maintain good relationship with your colleagues and subordinates?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. The training program gives you a clear idea to develop your skills?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. The training program gives you a clear idea about the job?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. The training method focuses on developing team work and leadership skills?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Are you satisfied with the present training program gives by your organization?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

21. Is there any difference in the employee before and after conducting training program?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

22. Training and development program satisfies the moral of work force in the organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

23. Do you generally feel that you are able to balance your work and training program?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

24. Do you feel that your skills and work have developed after training program?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

25. Do you agree that the training program has motivated you to drive the company in a positive direction?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

26. How do you feel about the training program?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly dissatisfied

27. What are your expectations from the training and development program?

- Increase knowledge base
- Improve job skills
- Advance career
- Improve the moral