

A STUDY ON EFFECTIVENESS OF SIX SIGMA TRAINING PROGRAM AT DOMAIN2HOST

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No: 40410226



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 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **YOGESHWARAN S 40410226** who carried out the project entitled "A STUDY ON EFFECTIVENESS OF SIX SIGMA TRAINING PROGRAM AT DOMAIN2HOST" under my supervision from January 2022 to March 2022.

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DECLARATION

I **YOGESHWARAN S(40410226)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVENESS OF SIX SIGMA TRAINING PROGRAM AT DOMAIN2HOST**” done by me under the guidance of **DR.N.KUMAR Assistant professor** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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YOGESHWARAN S

A STUDY ON EFFECTIVENESS OF SIX SIGMA TRAINING PROGRAM AT DOMAIN2HOST

ABSTRACT

Six sigma 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. Six sigma 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 Domain2Host on the topic “A study on Six sigma training program”. Six sigma training of employees takes place after orientation has happened. Six sigma training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Six sigma training process moulds the thinking of employees and leads to quality performance of employees. 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 cordinal relationship among employees, Reliving employee grievance, Providing welfare measure to Employee, Conducting six sigma training programme to the employees.

The data needed for the study has been collected from the employees 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.

TABLE OF CONTENTS

CHAPTER NO	CONTENTS	PAGE NO
I	INTRODUCTION	1-3
II	PROFILE OF THE STUDY	
	2.1 Industry Profile	4-6
	2.2 Company Profile	7-13
III	DESIGN OF THE STUDY	
	3.1 Objectives of the Study	14
	3.2 Need of the Study	15
	3.3 Scope of the Study	16
	3.4 Limitations of the Study	17
	3.5 Research Methodology	18-22
	3.6 Review of Literature	23-27
IV	DATA ANALYSIS AND INTERPRETATION	28-56
V	FINDINGS , SUGGESTIONS AND CONCLUSION	
	5.1 Findings	57-58
	5.2 Suggestions	59
	5.3 Conclusion	60
	APPENDIX	
	(i) Bibliography	
	(ii) Questionnaire	

LIST OF TABLES

S.NO.	PARTICULARS	PAGE NO.
1	The Age of the respondents	28
2	The Marital status of the respondent	29
3	In which shift do you work	30
4	How many hours do you spend for six sigma training in your company	31
5	How do you feel about the six sigma training programme	32
6	How often do you feel stress about your work	33
7	Do you feel that your superior trains you properly	34
8	Do you agree that the six sigma training programme has motivated you to drive the company in a positive direction	35
9	Has your knowledge as a result of participating in this six sigma training	36
10	Do you generally feel that you are able to balance your work and six sigma training	37
11	Does your company have a separate six sigma training programme	38
12	To what extent six sigma training programme has benefited in your growth	39
13	Do you think that six sigma training programme is suitable only for a particular industry	40
14	Are job openings posted fairly so that all the employees are aware of opportunities	41

CHAPTER I

INTRODUCTION

CHAPTER I

1.1 INTRODUCTION

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

1.1.1 Importance of Six sigma training

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

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

1.1.2 Objectives of Employee Six sigma training Programmes

1. To prepare employees 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 employees for more complex and higher level jobs.

4. To educate employees new and innovative ways and techniques of performing job.

1.1.3 Ways/Methods of Six sigma training

Six sigma training is generally imparted in two ways:

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

Six sigma training programme involves the following steps:

1. **Identifying the six sigma training needs-** The six sigma training needs of each employee 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. Six sigma 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 six sigma 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 six sigma 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 six sigma training programme.

Six sigma training is a process whereby an individual acquires **job-related skills and knowledge**. It is a cost to firms to pay for the six sigma training and also to suffer the loss of working hours whilst an employee is being trained. However, the potential gains from employee six sigma training are significant. The main benefits of six sigma 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 employees are:

- Introduce new employees to the business (this is known as “**induction six sigma 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 employees with better knowledge about the business and the market it operates in
- Provide support for jobs that are complex and for which the required skills and knowledge are often changing (e.g. a firm of lawyers six sigma 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 employee motivation and loyalty to the business

1.1.5 Benefits of Trained Employees

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

The benefits of six sigma training can be summed up as:

1. **Improves morale of employees-** Six sigma training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his

morale, the more he will contribute to organizational success and the lesser will be employee absenteeism and turnover.

2. **Less supervision-** A well trained employee 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 employees lack knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes.
4. **Chances of promotion-** Employees acquire skills and efficiency during six sigma training. They become more eligible for promotion. They become an asset for the organization.
5. **Increased productivity-** Six sigma training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

CHAPTER II

PROFILE OF THE STUDY

CHAPTER II

PROFILE OF THE STUDY

2.1 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 employees 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 employees 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.

Government Initiatives

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

- In November 2021, the government launched Internet Exchange in Uttarakhand to enhance the quality of internet services in the state.
- The Karnataka government has signed three MoUs worth US\$ 13.4 million (Rs. 100.52 crore) to help the state's emerging technology sector.
- In August 2021, the Union Minister of State for Electronics and Information Technology, Mr. Rajeev Chandrasekhar, announced that the IT export target is set at US\$ 400 billion for March 2022. In addition, the central government plans to focus in areas, such as cybersecurity, hyper-scale computing, artificial intelligence and blockchain.
- In September 2021, the Indian government announced a plan to build a cyber lab for the 'Online Capacity Building Programme on Crime Investigation, Cyber Law and Digital Forensics' to strengthen cyber security capabilities.
- In September 2021, the Ministry of Electronics and Information Technology (MeitY) organised a workshop under the theme of 'Connecting all Indians', to promote public

and private stakeholders' interest in the country and expand internet access to remote areas.

- In September 2021, the Indian government launched the Meghalaya Enterprise Architecture Project (MeghEA), to boost service delivery and governance in the state by leveraging digital technologies, to make Meghalaya a high-income state by 2030.
- In September 2021, the Indian government launched Phase II of Visvesvaraya PhD Scheme to encourage research in 42 emerging technologies in Information Technology (IT), Electronics System Design & Manufacturing (ESDM) and Information Technology Enabled Services (ITES).
- In September 2021, the Indian government inaugurated five National Institute of Electronics & Information Technology (NIELIT) Centres, in three North Eastern states to boost availability of six sigma training centres and employment opportunities.
- In August 2021, the India Internet Governance Forum (IIGF) – 2021 was launched at Electronics Niketan in New Delhi by the National Internet Exchange of India (NIXI), the Ministry of Electronics and Information Technology (MeitY) and the Chairman of the Coordination Committee of the IIGF-2021. The event will take place over three days beginning October 20, 2021. The meeting's topic this year is Inclusive Internet for Digital India.
- On July 2, 2021, the Ministry of Heavy Industries and Public Enterprises launched six technology innovation platforms to develop technologies for globally competitive manufacturing in India. The six technology platforms have been developed by IIT Madras, Central Manufacturing Technology Institute (CMTI), International Centre for Automotive Technology (iCAT), Automotive Research Association of India (ARAI), BHEL and HMT in association with IISc Bangalore.
- 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 fibre cable system.

Road Ahead

India is the topmost offshoring 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. Indian IT & business services industry is expected to grow to US\$ 19.93 billion by 2025.

In November 2021, Mr. Piyush Goyal, Minister of Commerce and Industry, Consumer Affairs, Food and Public Distribution and Textiles, lauded the Indian IT sector for excelling its competitive strength with zero government interference. He further added that service exports from India has the potential to reach US\$ 1 trillion by 2030.

COMPANY PROFILE

2.2 COMPANY PROFILE

Domain2Host is on the basis of organizing and strengthening the ingredients of an establishment, the crucial factors responsible for driving the business objectives towards the goal.

It is formed with a devoted and composite team of professionally qualified, technically proficient, highly experienced members. Combining diverse expertise in business strategy, technology, usability and design, we produce highly scalable business solutions and online positive user experiences.

We emphasize a personal and professional relationship with our clients starting with the initial understanding of client business and requirement.

We provide offline and online Data processing and back office support, to create & implement complete IT Enabled Services.

We provide the total solutions by bringing together the team with a unified and cohesive approach.

Domain2Host's vision is to become a global master in the IT industry by rendering Quality Services and effective customer support / satisfaction.

About Technology

Application & Web Servers:

Apache Tomcat, BEA Web Logic Platform.

Relational Database Management Systems (RDBMS) :

MySQL, Oracle.

Programming Languages:

Java, C/C++ (including ANSI C, Managed C++, C++/CLI), Scripting Languages (JavaScript, VBScript, Perl, ASP, PHP, JSP, etc.)

Java Technologies: J2EE (EJB, JSP, JDBC, J2ME).

WEB Technologies:

HTTP/HTTPS, HTML/DHTML, XML, XSLT, CSS.

Interactive Design Tools:

Adobe Photoshop, CorelDraw (including Graphic Tools), Corel Photo Paint, Macromedia Flash 8.0.

Services

- ☐ Custom Software Development
- ☐ Application Development
- ☐ Web Application Development
- ☐ Enterprise Application Development
- ☐ Content Management System
- ☐ Ecommerce Solution
- ☐ Web Development
- ☐ Flash Development
- ☐ Web Marketing / SEO
- ☐ Software Maintenance
- ☐ Content Development Services

Content Writing

Words can create, words can destroy, words can bear revolution. Words express thoughts and emotions. If the right words are not used properly, it can lead to miscommunication. A content-rich website can create a noticeable difference in its ability to bring in traffic. Keyword rich, Innovative design, and understandable content contributes in making a website attractive. An interactive and well written website succeeds in inviting and retaining more traffic. We at **Domain2Host** are well aware of the importance of content writing and therefore we are trying to offer best quality content writing services at a competitive price.

- **Product Conceptualization:**

Drive innovation, validate new product ideas, verify and prototype their potential for customers and investors.

- **Product Realization:**

By combining your products ideas with our delivery capabilities, you can quickly reap time-to-value, offer a more complete product mix and thereby increase your market share and revenue.

- **Independent Quality Assurance & Testing:**

Our Independent Test & Verification service improves quality and reliability of our client's products leading to higher client satisfaction and reduced support costs.

- **Product Maintenance & Customer Support:**

Continuing support and maintenance for new, expanding, and retiring product lines help our clients to retain their customers

- **Product Migration & Software Porting:**

Transition client's products between various platforms and designs helping them enhance their market reach and customer base

- **Professional Services:**

Enhancing our clients service offering through a range of product implementation and support services including Installation, Customization, Integration .

Products

- CRM
- ERP
- SMS Package
- Static Website Development
- Dynamic Website Development
- Flash Website Development
- Online Web Applications
- Academic Projects

Software Development

Domain2Host is the fastest growing software development company in India, which offers a wide spectrum of software development services with high level of specialization and deliverable quality to its clients in India. We try hard to deliver superior quality and cost effective software development solutions to our clients on-time and giving quality outputs to complete customer expectations. Our mission is to enhance the customer satisfaction through providing quality software development services with a team of experienced software developers, who have won the trustworthiness from our clients. We provide software

development services through a unique combination of expertise, experience, teamwork and strategic planning.

Website Development

Domain2Host is one of the leading and rapidly growing website designing company offering the best and most affordable services like e-commerce web solution, flash web design, custom web design and graphics design for global customers. We deliver high quality web designing services through our motivated and qualified specialist teams which is focused on exceeding clients' expectations every time. We have a team of expert web designer, who have excellent web designing skills to create unique and attractive websites.

Our Latest Web Designing Process

- **Discovery** - Understanding your web site goals and audience.
- **Planning** - Establishing timelines, deliverables, and development solutions.
- **Content Architecture** - Planning your website content and structure.
- **Design** - Creating and refining interface and graphic design elements.
- **XHTML Conversion** - After design approved from client side start Coding.
- **Development** - Bringing it all together.
- **Testing** - Testing your web site in multiple browser environments.

Our software Development Process :

The first step in software development is analysis. Our Team will make research on the kind of business including the specific needs to achieve your goals. This way, we will be able to

establish the perfect software model to be used, that has a tried-and-tested efficiency.

After the analysis, the crucial phase comes, when software is designed. In this Phase, the software is put together according to your requirements. It is a very Important step as it is the heart and soul of the whole software development Process.

After designing, coding is the next step. In this step, Internet programming languages are put in the equation. It is a highly technical phase but is quite simple with professionals like us. This is main step where Java codes and PHP are created.

Trial period is the fourth step in software development. In this step, Software engineer as well as the client come together to see if the goals were met. The software developer will test the codes and the design if they are working and if They really suit the requirements of the possible end-users providing great satisfaction to the customer.

After testing, the software is set to run. The work will be continuing until software is done. We are willing to provide effective solutions to keep you using the software effectively.

CHAPTER III

DESIGN OF THE STUDY

CHAPTER III

DESIGN OF THE STUDY

3.1 OBJECTIVES OF THE STUDY

3.1.1 PRIMARY OBJECTIVES

- To study about the six sigma training program at Domain2Host

3.1.2 SECONDARY OBJECTIVES

- To study the attitude of the employee towards six sigma training programme.
- To analyse the performance in six sigma training period.
- To suggest suitable measures to improve the six sigma training programme.
- To study how to maintain co-ordinal relationship between employees.
- To study how to focus on disciplinary measures.

3.2 SCOPE OF THE STUDY

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

3.3 NEED OF THE STUDY

- To increase productivity.
- To improve interpersonal skills and to make the organisation a better place to work.
- To improve quality.
- To improve organisational climate, health and safety.

- To prepare employee for future position.

3.4 LIMITATIONS OF THE STUDY

- Some employee 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 employees were not able to answering their questions because of their lack of interest to share their opinions.

3.5 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.

3.5.1 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.

3.5.2 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.

3.5.3 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 employees. Structured undisguised questionnaire was used to collect the primary data. Telephone survey was used for this purpose.

➤ **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.

3.5.4 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 100.

➤ **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 the 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 employees for their response. Dichotomous questions, multiple-choice questions and rating scale were used in constructing the questionnaire.

➤ **3.5.5 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.

No of Respondent

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

➤ **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 us 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 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.

3.6 REVIEW OF LITERATURE

Six sigma training is the act of increasing the knowledge and skills of an employee for doing particular job. Six sigma training is a short-term educational process and utilizing a systematic and organized procedure by which employees learn technical knowledge and skills for a definite purpose.

3.6.1 Importance of six sigma training

The importance of six sigma training program to a larger extent depends on human resource development. Six sigma training is most important technique of human resource development. Six sigma training develops human skills and efficiency. Trained employees would-be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent depend on six sigma training.

3.6.2 Objectives of six sigma training

Organizational objectives like viability, stability and growth can also be achieved through six sigma training

- Helps remove performance deficiencies in employees
- Greater stability, flexibility and capacity for growth in an organization
- Accidents, scraps and damages to machinery can be avoided
- Serves as effective source of recruitment
- Reduces dissatisfaction, absenteeism, complaints and turnover of employees
- Helps person handle stress, tension, frustration and conflict
- Provides a good climate for learning, growth and co-ordination
- Improves labour management relations
- Aids improving organizational communication
- Helps employees adjust to change
- Improves the moral of workforce
- Develops a sense of responsibility to the organization for being competent and

Knowledgeable

- It is an investment in HR with a promise of better returns in future

3.6.3 Need for six sigma training

Six sigma training needs are identified on the basis of organizational analysis, job analysis and man analysis. Six sigma training programme, six sigma training methods and course content are to be planned on the

basis of six sigma training needs.

Six sigma training needs = Job & Organizational requirements – Employee specification.

Individual Six sigma training Needs Identification Methods

- Performance Appraisals
- Interviews
- Questionnaires
- Attitude Surveys
- Informal Observation
- Group Discussions
- Six sigma training Progress Feedback
- Work Sampling
- Rating Scales

3.6.4 Group Level Six sigma training Needs Identification

- Organizational Goals and Objectives

- Personnel / Skills Inventories
- Organizational Climate Indices
- Efficiency Indices
- Exit Interviews
- MBO / Work Planning Systems
- Quality Circle
- Customer Satisfaction Survey
- Analysis of Current and Anticipated Changes

3.6.5 Benefits of Six sigma training Needs Identification

- Trainers can be informed about the broader needs in advance
- Trainers Perception Gaps can be reduced between employees and their supervisors
- Trainers can design course inputs closer to the specific needs
Of the participants
- Diagnosis of causes of performance deficiencies can be done

3.6.6 Need For Six sigma training Individual level

- To match employee specifications with the job requirement
- Technological advances
- Diagnosis of present problems and future challenges
- Improve individual performance or fix up performance deficiency
- Improve skills or knowledge or any other problem
- To anticipate future skill-needs and prepare employee to handle more challenging tasks
- To prepare for possible job transfers

3.6.7 Group level

- To face any change in organization strategy at group levels
- When new products and services are launched
- To avoid scraps and accident rates
- To minimize resistance to change
- Improve health and safety
- Improve organizational climate
- Prevention of obsolescence

3.6.8 Objectives of Six sigma training

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization
- To impart new entrants the basic knowledge and skill they need for an intelligent performance of definite job
- To prepare employees for higher level tasks
- To broaden the minds of senior managers by providing the job with opportunities for an interchange of experiences within and outside with a view to correcting the narrowness of outlook that may arise from over specialization.
- To ensure smooth and efficient working of the organization.

3.6.9 Six sigma training Costs

This includes cost of

- Employing trainers, and trainees,
- Providing the means to learn,
- Maintenance and running of six sigma training centers,
- Wastage,
- Low level of production,
- Opportunity cost of trainers and trainees etc.

- The value of the six sigma training includes increased value of human resources of both the trainee

3.6.10 Methods of Six sigma training

On the job six sigma training

Off the job six sigma training

- Job Rotation
- Classroom Lectures
- Job Coaching
- Audio-Visual
- Job Instruction
- Simulation
- Apprenticeships
- Case Studies
- Internships and
- Role Plays
- Assistantships
- Sensitivity Six sigma training

On the Job Six sigma trainings: These methods are generally applied on the workplace while employees are actually working

Off the Job Six sigma trainings: These are used away from work places while employees are not working like classroom six sigma trainings, seminars etc.

Following are few of the off-the-job methods

- Classroom Lectures: It is a verbal lecture presentation by an instructor to a large audience
- Audio-Visual: It can be done using Films, Televisions, Video, and Presentations
- Simulation: creating a real life situation for decision-making and understanding the actual job conditions give it
- Case Studies: It is a written description of an actual situation and trainer is supposed to analyze and give his conclusions in writing. The cases are generally based on actual organizational situations. It is an ideal method to promote decision-making abilities within the constraints of limited data.
- Role Plays: Here trainees assume the part of the specific personalities in a case study and enact it in front of the audience. It is more emotional orientation and improves interpersonal relationships. Attitudinal change is another result. These are generally used in MDP.
- Sensitivity Six sigma trainings: This is more from the point of view of behavioral assessment, under different circumstances how an individual will behave himself and towards others. There is no preplanned agenda and it is instant. Advantages – increased ability to empathize, listening skills, openness, tolerance, and conflict resolution skills. Disadvantage – Participants may resort to their old habits after the six sigma training.
- In Basket Method: the trainees are first given background information about a simulated company, its products, key personnel, various memoranda, requests and all data pertaining to the firm. The trainee has to understand all this, make notes, delegate tasks and prepare memos within a specified amount of time. Abilities that this kind of exercise develops are

- Situational judgment in being able to recall details, establishes priorities, interrelate items and determine need for more information.
- Social sensitivity in exhibiting courtesy in written notes, scheduling meetings with personnel involved and explaining reasons for actions taken and Willingness to make decision and take action.

3.6.11 Evaluation of Six sigma training

Reaction Evaluation

- Questionnaires
- Mails
- Feedback to six sigma training department

Outcome of Evaluation

- Immediate
- Intermediate
- Ultimate

Six sigma training program can also be evaluated on the basis of employee satisfaction which in turn can be viewed on the basis of:

1. Decrease in employee turnover.
2. Decrease in absenteeism.
3. Decrease in number and severity of accidents.
4. Betterment of employee morale.
5. Decrease in grievance and disciplinary cases.
6. Reduction in time to earn piece rates.
7. Decrease in number of discharge or dismissals

And trainer and their contribution to raise production reduce wastage, breakage, minimization of time requirement etc. Cost-value relationship of a six sigma training program or a six sigma training technique is helpful in:

- (a) determining the priorities for six sigma training (for present and potential managers, age structure of the trainees etc) ,
- (b) matching the employee and job through six sigma training, like time taken by six sigma training program ,non availability of staff for production during six sigma training period etc
- (c) Determining the work of management sacrifices
- (d) Choosing the right six sigma training method.

3.6.12 INFERENCE

In the immediate sense, the specific course of six sigma training can be evaluated in terms of written and performance tests. The test is supported by a sample of what the trainee knows or can do Successful accomplishment of the tests would indicate successful six sigma training. But the true test is whether or not has been learned in six sigma training is successfully transferred and applied to the job. It is dangerous to rely upon tests alone to demonstrate the true value of six sigma training. Performance appraisal on the job beforehand after six sigma training may be supplemented to the tests. Cost-Value Relationship must also be taken into account to assess the effectiveness of the six sigma training. Cost factor in six sigma training should be taken into consideration in evaluating the six sigma training effectiveness. Cost of various techniques of six sigma training and their value in the form of reduced learning time, improved learning and higher performance can be taken into account. Any one of the possible combination of the methods of six sigma training evaluation listed below can be used by an organization for evaluation depending upon the need and convenience.

CHAPTER IV

**DATA ANALYSIS
AND
INTERPRETATION**

CHAPTER IV

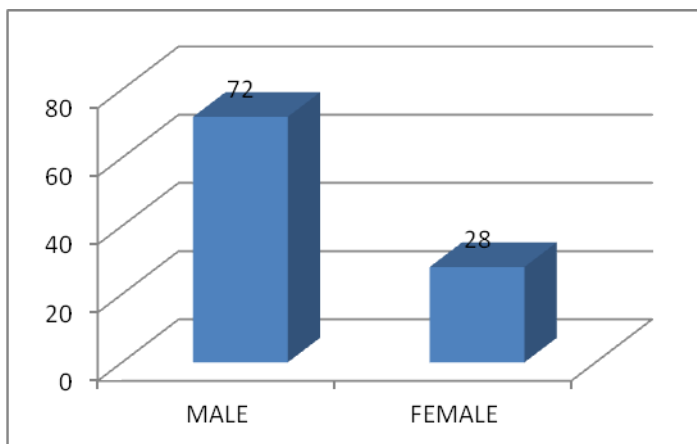
4.1 DATA ANALYSIS AND INTERPRETATION

TABLE:1

GENDER CLASSIFICATION OF THE RESPONDENTS

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

CHART:1



INTERPRETATION

It is found from the table that 72 per cent of the respondents are male and 28 per cent of the respondents are female.

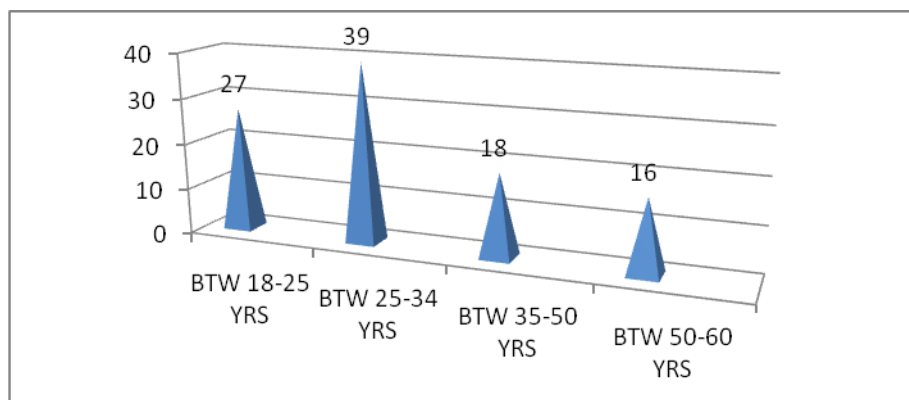
Most of the respondents are male.

TABLE: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: 2



INTERPRETATION

It is found from the table that 39 per cent of the respondents fall under the age category of 25 - 34 years and 16 per cent of the respondents fall under the age category of 50 -60 years.

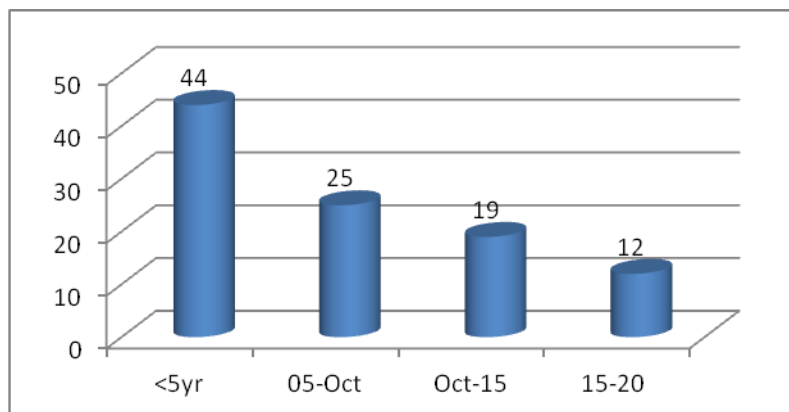
Most of the respondents fall under the age category of 25 - 34 years.

TABLE: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:3



INTERPRETATION

It is found from the table that 44 per cent of the respondents have the work experience of <5yr and 12 per cent of the respondents have the work experience between 15-20.

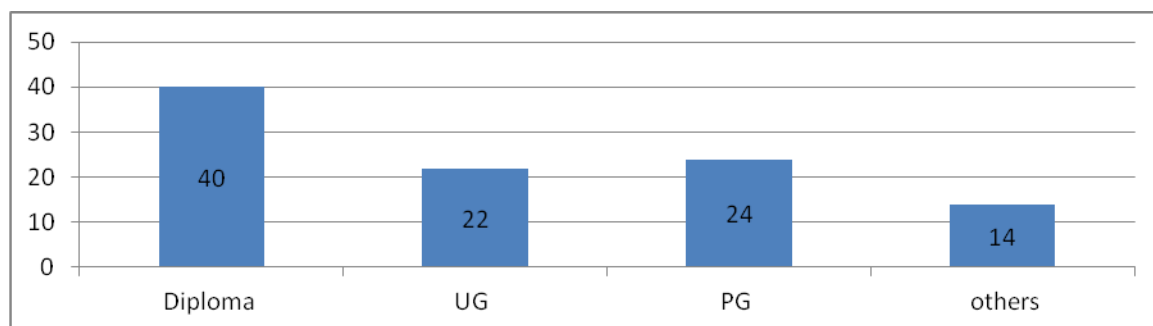
Most of the respondents have the work experience of <5yr.

TABLE:4

Educational Qualification

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

CHART:4



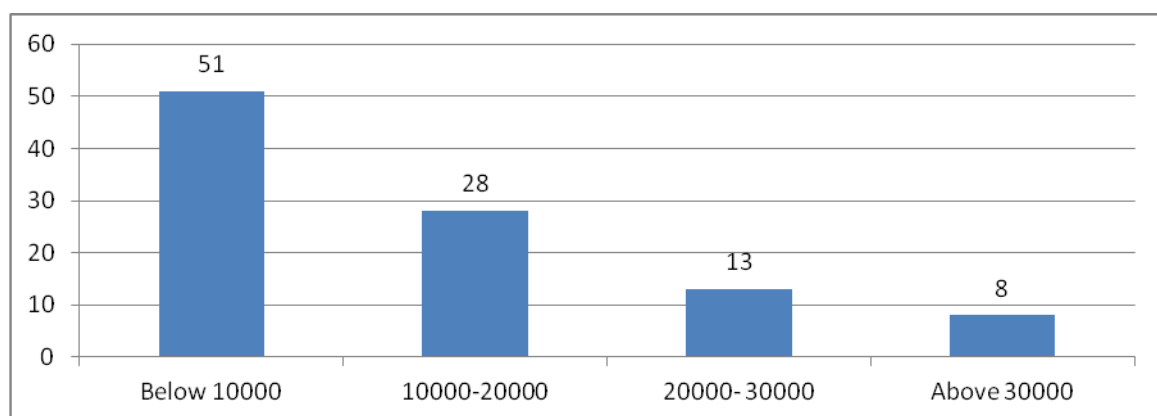
INTERPRETATION

It is found from the table that 40 per cent of the respondents have educational qualification in diploma and 14 per cent of the respondents have educational qualification is others. Most of the respondents have educational qualification in diploma.

TABLE: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:5



INTERPRETATION

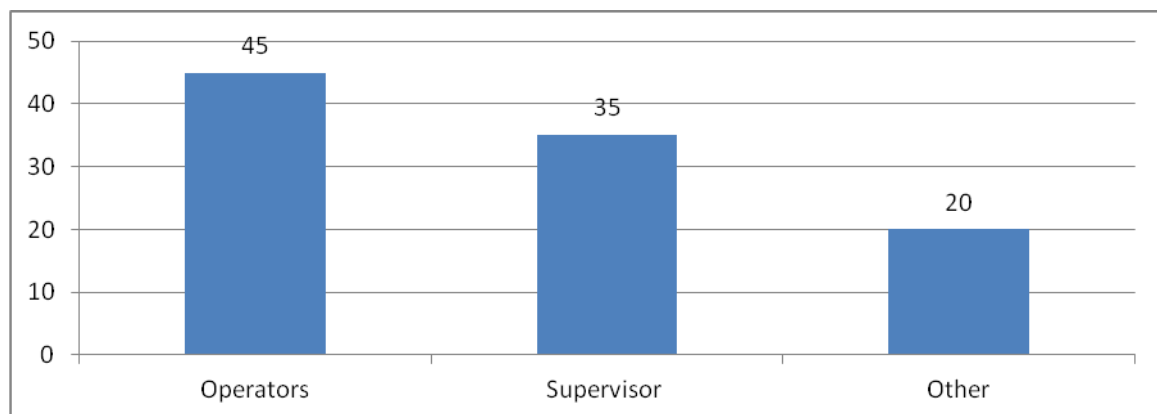
It is found from the table that 51 per cent of the respondents earning salary are below 10000 and 8 per cent of the respondents earning salary are above 30000.

Most of the respondents earning salary are below 10000.

TABLE:6
DESIGNATION

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

CHART:6



INTERPRETATION

It is found from the table that 45 per cent of the respondent's designation is operator and 20 per cent of the respondent's designation is other.

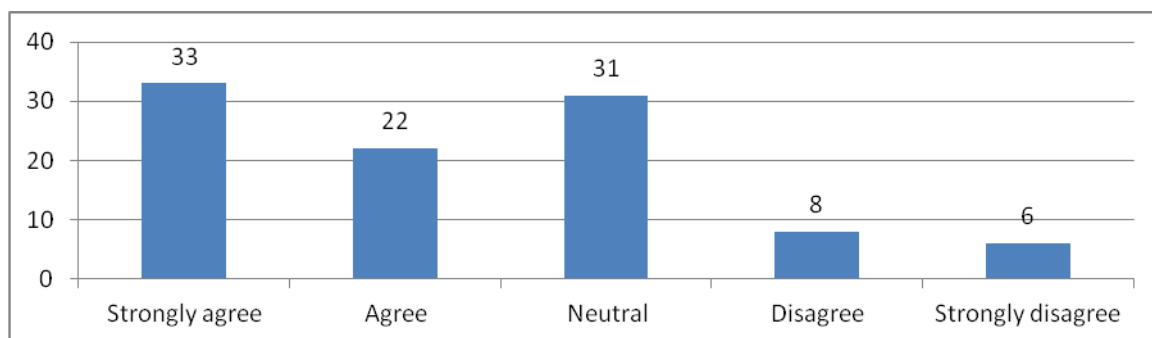
Most of the respondent's designation is operators.

TABLE : 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:7



INTERPRETATION

It is found from the table that 33 per cent of the respondents say strongly agree 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.

Most of the respondents say strongly agree that the induction program is required for better performance.

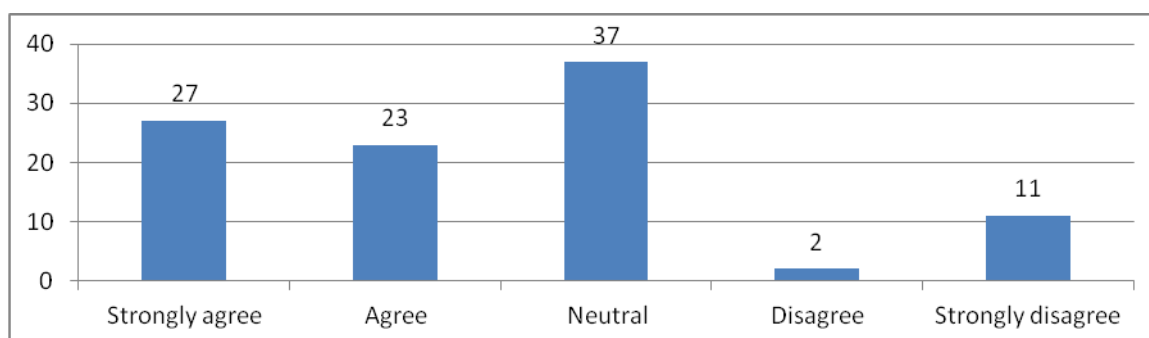
TABLE: 8

THE INDUCTION PROGRAM HELPS TO UNDERSTAND THE PRODUCT, POLICY AND PROCEDURE FOLLOWED BY DOMAIN2HOST

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

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

CHART: 8



INTERPRETATION

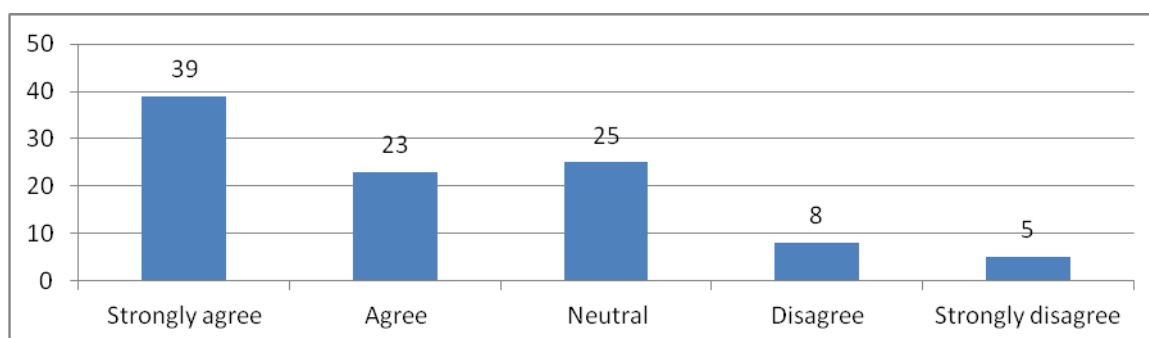
It is found from the table that 37 per cent of the respondents say either agree or disagree that the induction program helps to understand the product, policy and procedure followed by Domain2Host and 2 per cent of the respondents say disagree that the induction program helps to understand the product, policy and procedure followed by Domain2Host. Most of the respondents say either agree or disagree that the induction program helps to understand the product, policy and procedure followed by Domain2Host.

TABLE : 9

SIX SIGMA 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:9



INTERPRETATION

It is found from the table that 39 per cent of the respondents say strongly agree that the six sigma training need identification methodology it helps to fulfill the functional and behavioural competency and 5 per cent of the respondents say strongly disagree that the six sigma training need identification methodology it helps to fulfill the functional and behavioural competency.

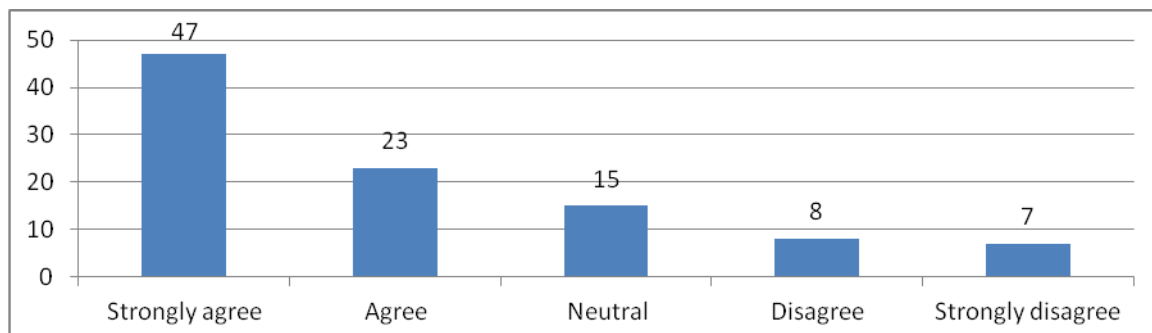
Most of the respondents say strongly agree that six sigma training need identification methodology it helps to fulfill the functional and behavioural competency.

TABLE : 10

**THE SIX SIGMA TRAINING PROGRAM IN DOMAIN2HOST IS WELL PLANNED
WITH SIX SIGMA 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:10



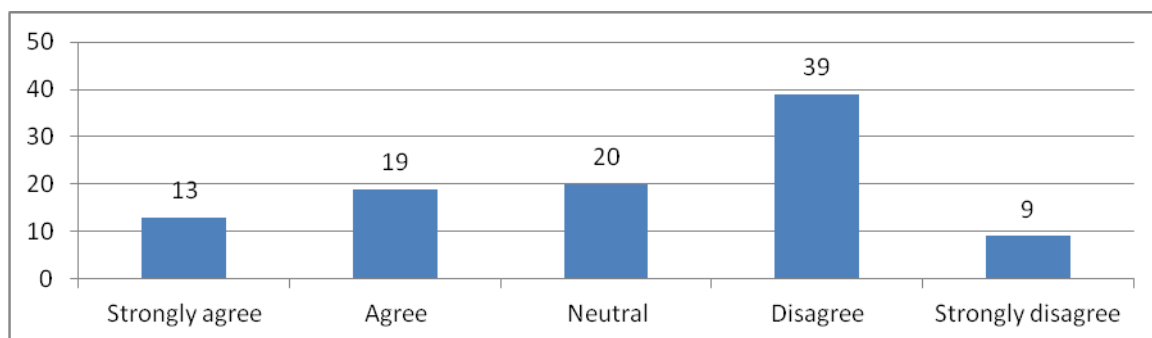
INTERPRETATION

It is found from the table that 47 per cent of the respondents say strongly agree that the six sigma training program in Domain2Host is well planned with six sigma training calendar and 7 per cent of the respondents say strongly disagree that the six sigma training program in Domain2Host is well planned with six sigma training calendar.

Most of the respondents say strongly agree that the six sigma training program in Domain2Host is well planned with six sigma training calendar.

TABLE : 11**ARE YOU SATISFIED WITH THE DURATION OF THE SIX SIGMA 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:11**INTERPRETATION**

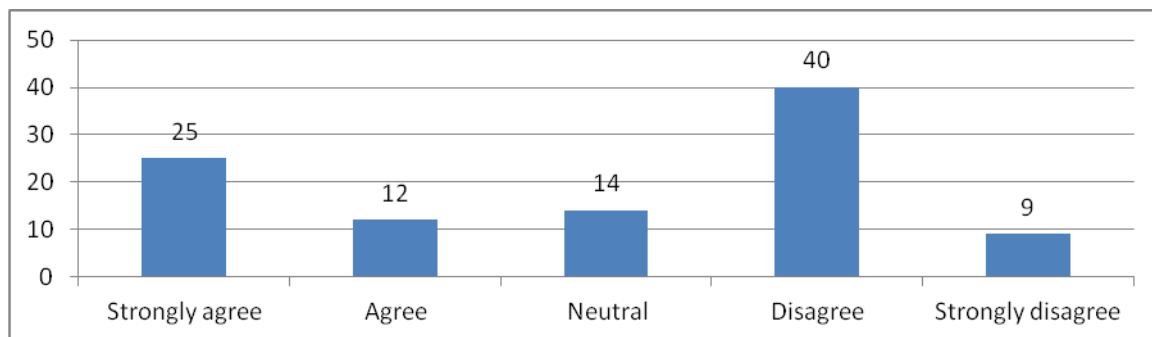
It is found from the table that 39 per cent of the respondents are disagree with the duration of the six sigma training program conducted by HR and 9 per cent of the respondents are strongly disagree with the duration of the six sigma training program conducted by HR. Most of the respondents are disagree with the duration of the six sigma training program conducted by HR.

TABLE : 12

THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST

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

CHART:12



INTERPRETATION

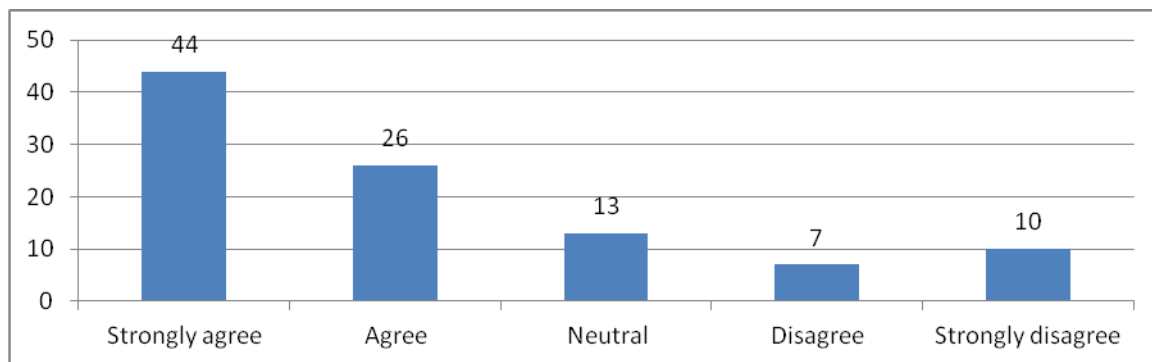
It is found from the table that 40 per cent of the respondents say disagree that the six sigma training program is conducted at regular intervals in Domain2Host and 9 per cent of the respondents say strongly disagree that the six sigma training program is conducted at regular intervals in Domain2Host.

Most of the respondents say disagree that the six sigma training program is conducted at regular intervals in Domain2Host.

TABLE : 13

**EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING
AND OFF THE JOB SIX SIGMA 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:13

INTERPRETATION

It is found from the table that 44 per cent of the respondents say strongly agree that the equal preferences is giving to the on the job six sigma training and off the job six sigma training and 7 per cent of the respondents say disagree that the equal preferences is giving to the on the job six sigma training and off the job six sigma training.

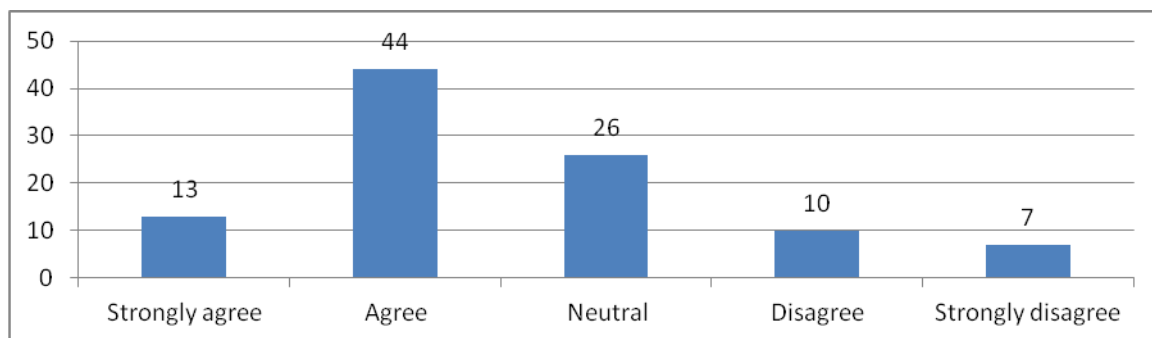
Most of the respondents say strongly agree that the equal preferences is giving to the on the job six sigma training and off the job six sigma training.

TABLE : 14

THE SIX SIGMA 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:14



INTERPRETATION

It is found from the table that 44 per cent of the respondents say agree that they have attended six sigma training program is relevant to the current performance requirement and 7 per cent of the respondents say strongly disagree that they have attended six sigma training program is relevant to the current performance requirement.

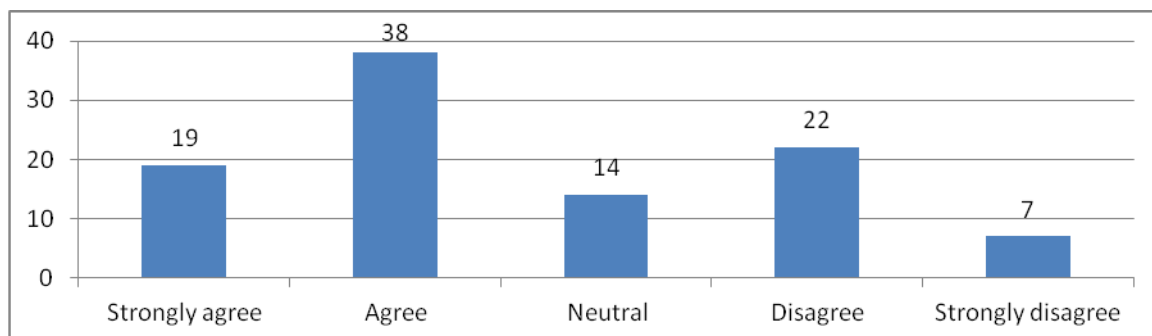
Most of the respondents say agree that they have attended six sigma training program is relevant to the current performance requirement.

TABLE : 15

SIX SIGMA 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: 15



INTERPRETATION

It is found from the table that 38 per cent of the respondents say agree that the six sigma training is given by HR is fulfill to require their unique program and 7 per cent of the respondents say strongly disagree agree that the six sigma training is given by HR is fulfill to require their unique program.

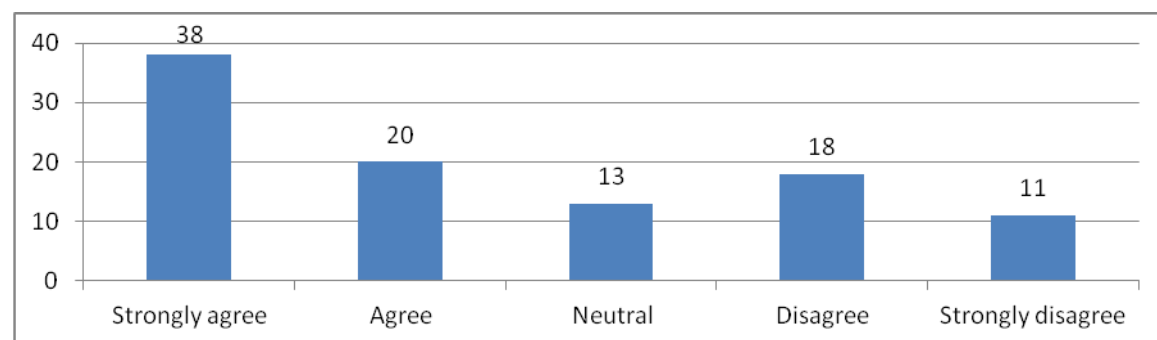
Most of the respondents say agree that the six sigma training is given by HR is fulfill to require their unique program.

TABLE : 16

HR IS PROVIDING THE COMMUNICATION ABOUT THE SIX SIGMA 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: 16



INTERPRETATION

It is found from the table that 38 per cent of the respondents say strongly agree that the HR is providing the communication about the six sigma training program in advance and 11 per

cent of the respondents say strongly disagree that the HR is providing the communication about the six sigma training program in advance.

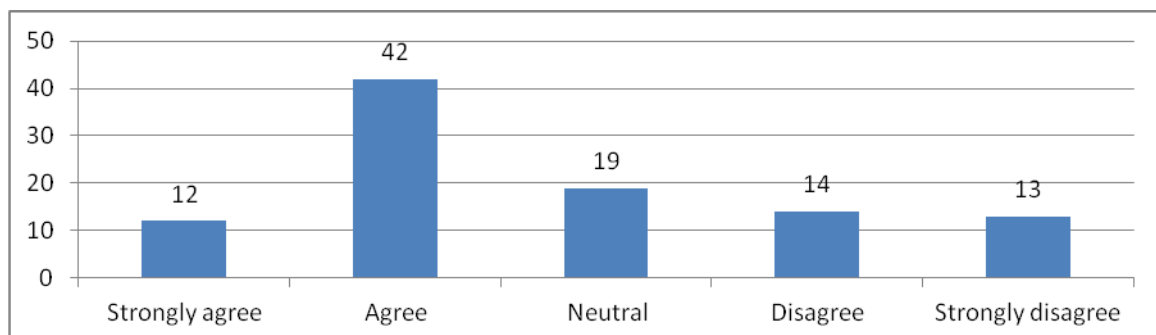
Most of the respondents say strongly agree that the HR is providing the communication about the six sigma training program in advance.

TABLE : 17

THE SIX SIGMA 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: 17



INTERPRETATION

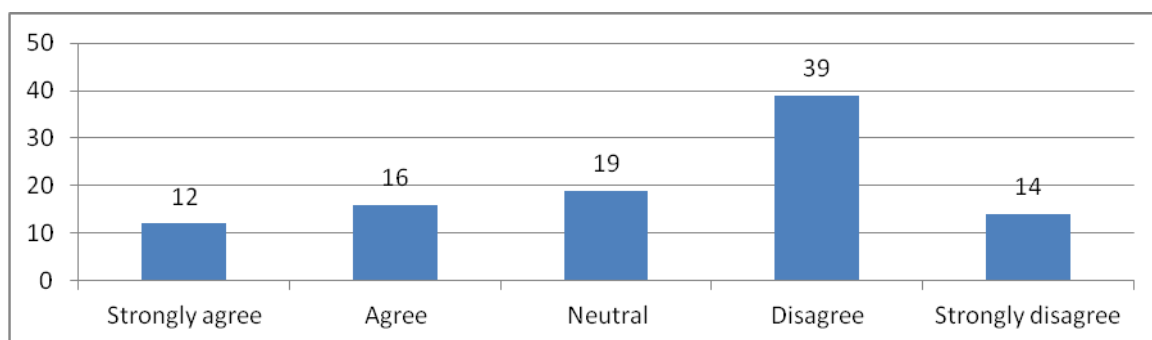
It is found from the table that 42 per cent of the respondents say agree that the six sigma training program is favourable for their career growth and 12 per cent of the respondents say strongly agree that the six sigma training program is favourable for their career growth. Most of the respondents say agree that the six sigma training program is favourable for their career growth.

TABLE : 18

THE SIX SIGMA 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: 18



INTERPRETATION

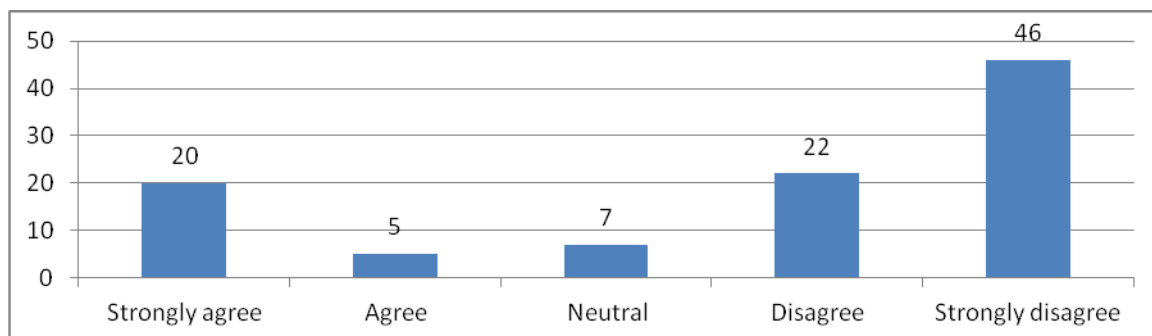
It is found from the table that 39 per cent of the respondents say disagree that the six sigma training session which they have attended is conducted in an interactive manner and 12 per cent of the respondents say strongly agree that the six sigma training session which they have attended is conducted in an interactive manner.

Most of the respondents say disagree that the six sigma training session which they have attended is conducted in an interactive manner.

TABLE : 19

THE SIX SIGMA TRAINING ENVIRONMENT, INFRASTRUCTURE AVAILABLE IN SIX SIGMA 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: 19**INTERPRETATION**

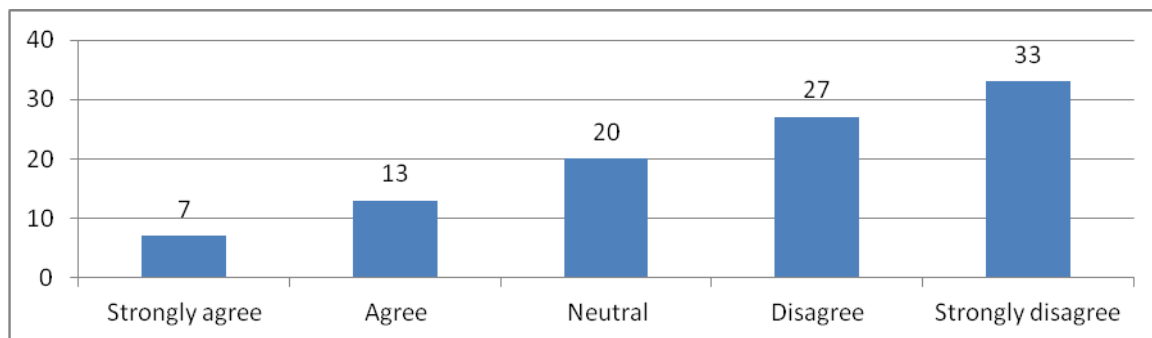
It is found from the table that 46 per cent of the respondents say strongly disagree that the six sigma training environment, infrastructure available in six sigma training centre are found to be satisfactory and 5 per cent of the respondents say agree that the six sigma training environment, infrastructure available in six sigma training centre are found to be satisfactory. Most of the respondents say strongly disagree that the six sigma training environment, infrastructure available in six sigma training centre are found to be satisfactory.

TABLE : 20

THE MATERIALS PROVIDED DURING THE SIX SIGMA 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: 20



INTERPRETATION

It is found from the table that 33 per cent of the respondents say strongly disagree that the materials provided during the six sigma training program are adequate and match the skill required for productivity and 7 per cent of the respondents say strongly agree the materials provided during the six sigma training program are adequate and match the skill required for productivity.

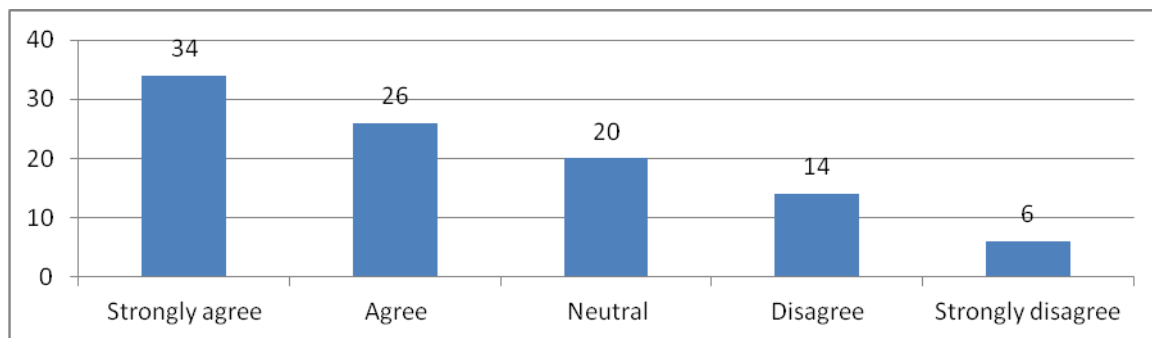
Most of the respondents say strongly disagree that the materials provided during the six sigma training program are adequate and match the skill required for productivity.

TABLE : 21

THE DIFFERENT SKILL SUCH AS BEHAVIORAL SKILLS, TECHNICAL SKILLS HAVE BEEN FOCUSED IN THE SIX SIGMA 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: 21



INTERPRETATION

It is found from the table that 34 per cent of the respondents say strongly agree that the different skill such as behavioural skills, technical skills have been focused in the six sigma training modules and 6 per cent of the respondents say strongly disagree the different skill such as behavioural skills, technical skills have been focused in the six sigma training modules.

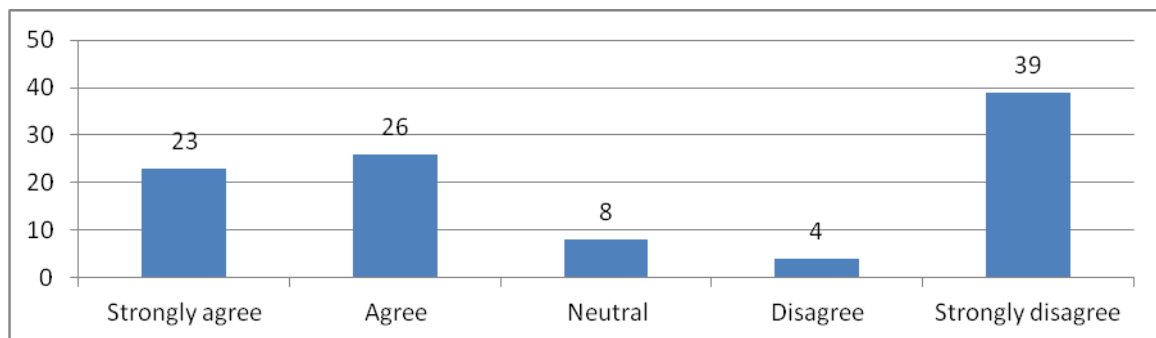
Most of the respondents say strongly agree that the different skill such as behavioural skills, technical skills have been focused in the six sigma training modules.

TABLE : 22

SIX SIGMA 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: 22



INTERPRETATION

It is found from the table that 39 per cent of the respondents say strongly disagree that the six sigma training helps in performing the job independently in their working area and 4 per cent of the respondents say disagree that six sigma training helps in performing the job independently in their working area.

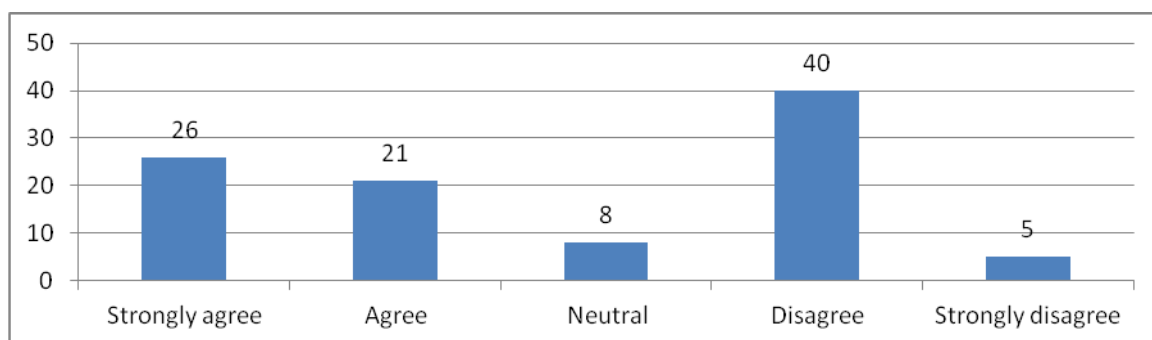
Most of the respondents say strongly disagree that the six sigma training helps in performing the job independently in their working area.

TABLE : 23

SIX SIGMA 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: 23



INTERPRETATION

It is found from the table that 40 per cent of the respondents say disagree that the six sigma training enhances the personality and it brings enthusiasm in work place and 5 per cent of the

respondents say strongly disagree that the six sigma training enhances the personality and it brings enthusiasm in work place.

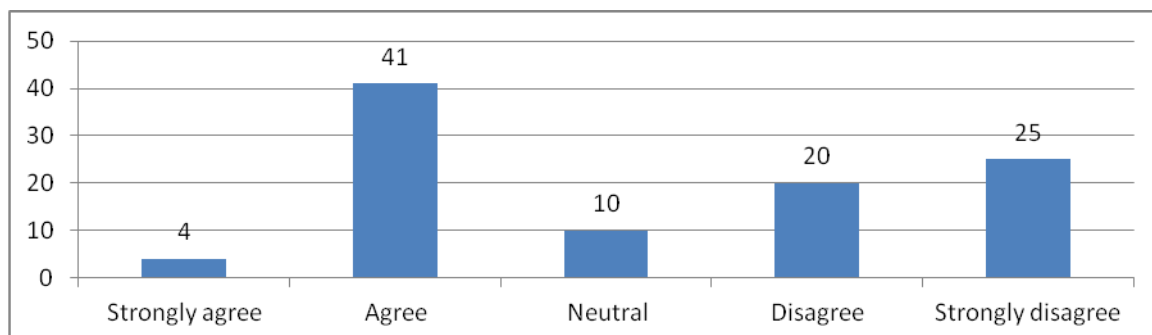
Most of the respondents say disagree that the six sigma training enhances the personality and it brings enthusiasm in work place.

TABLE : 24

**THE FACULTY/ TRAINER ARE SPECIALIZED WITH THE SUBJECT MATTERS
FOCUSED IN SIX SIGMA 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: 24



INTERPRETATION

It is found from the table that 41 per cent of the respondents say agree that the faculty/ trainer

are specialized with the subject matters focused in six sigma training program and 4 per cent of the respondents say strongly agree that the faculty/ trainer are specialized with the subject matters focused in six sigma training program.

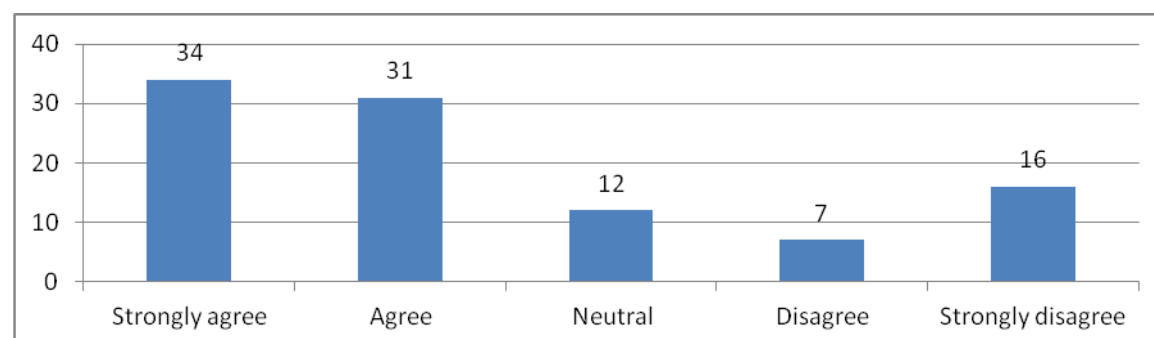
Most of the respondents say agree that the faculty/ trainer are specialized with the subject matters focused in six sigma training program.

TABLE : 25

AFTER THE SIX SIGMA 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: 25



INTERPRETATION

It is found from the table that 57 per cent of the respondents say strongly agree after the six sigma training program, they feel that they could do the job in an easy and comfortable zone and 7 per cent of the respondents say disagree after the six sigma training program, they feel that they could do the job in an easy and comfortable zone.

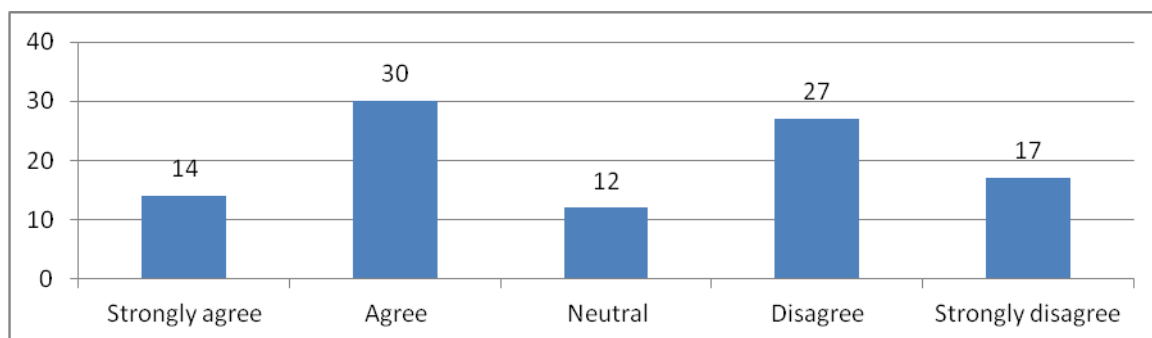
Most of the respondents say strongly agree after the six sigma training program, they feel that they could do the job in an easy and comfortable zone.

TABLE : 26

**THE SIX SIGMA TRAINING PROGRAM HELPS TO TEACH /TRAIN
SUBORDINATES, OPERATORS TO IMPACT THE SIX SIGMA 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: 26



INTERPRETATION

It is found from the table that 30 per cent of the respondents say agree that the six sigma training program helps they to teach /train their subordinates; operators to impact the six sigma training contents and 12 per cent of the respondents say either agree or disagree that the six sigma training program helps they to teach /train their subordinates, operators to impact the six sigma training contents.

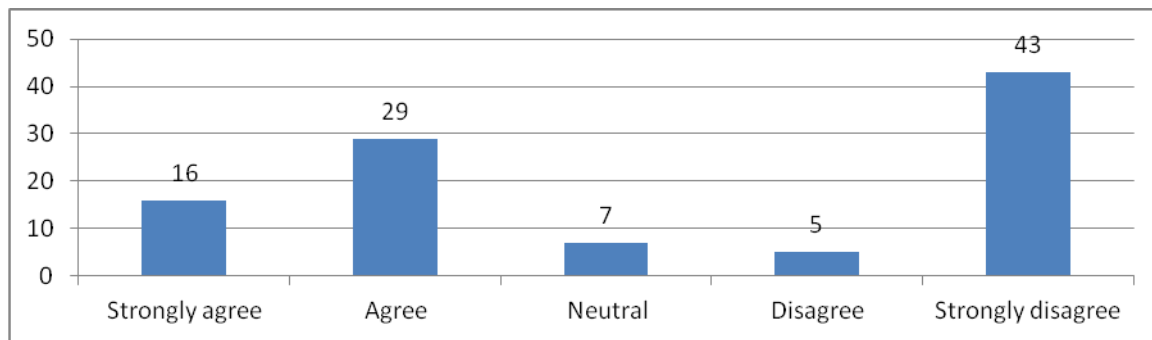
Most of the respondents say agree that the six sigma training program helps they to teach /train their subordinates, operators to impact the six sigma training contents.

TABLE : 27

SIX SIGMA 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: 27



INTERPRETATION

It is found from the table that 43 per cent of the respondents say strongly disagree that the six sigma training helps them to improving performance and 5 per cent of the respondents say disagree that the six sigma training helps them to improving performance

Most of the respondents say strongly disagree that the six sigma training helps them to improving performance.

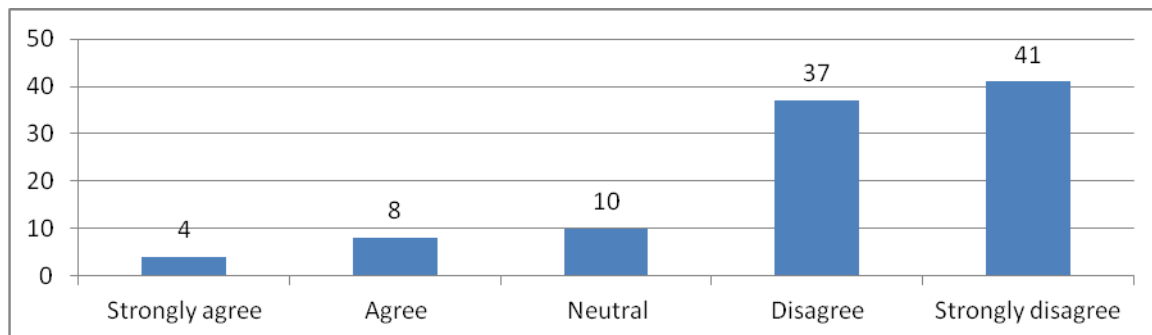
TABLE : 28

SIX SIGMA TRAINING HELPS IN INCREASING THE MORALE OF THE EMPLOYEES

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

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

CHART: 28



INTERPRETATION

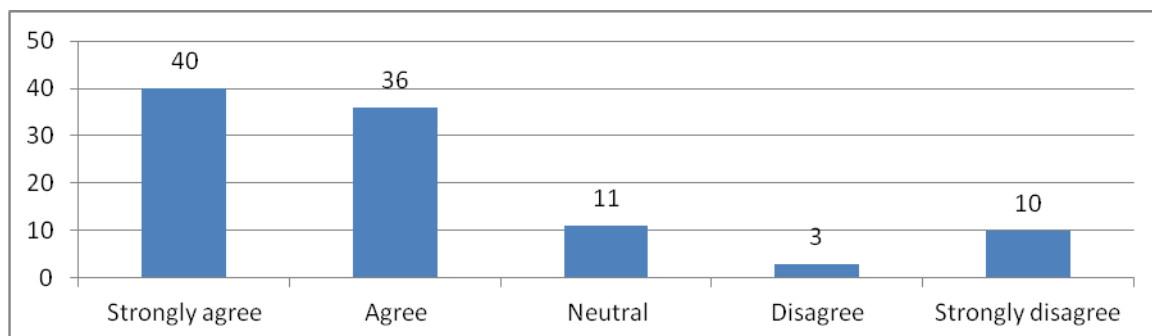
It is found from the table that 41 per cent of the respondents say strongly disagree that the six sigma training helps to increase the morale of the employees and 4 per cent of the respondents say agree that the six sigma training helps to increase the morale of the employees.

Most of the respondents say strongly disagree that the six sigma training helps to increase the morale of the employees.

TABLE : 29

**OVERALL SATISFACTION WITH THE SIX SIGMA TRAINING PROGRAM
ORGANIZED IN DOMAIN2HOST**

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

CHART: 29**INTERPRETATION**

It is found from the table that 40 per cent of the respondents say strongly agreed that the six sigma training program organized in Domain2Host and 3 per cent of the respondents say strongly disagree that the six sigma training program organized in Domain2Host.

Most of the respondents say strongly agreed that the six sigma training program organized in Domain2Host.

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 six sigma training program is conducted at regular intervals in Domain2Host and equal preferences is giving to on the job six sigma training and off the job six sigma training.

Alternate hypothesis (H1):

There is relationship between educational the six sigma training program is conducted at regular intervals in Domain2Host and equal preferences is giving to on the job six sigma training and off the job six sigma training.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST * EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	167	100.0%	0	0.0%	167	100.0%

THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST * EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING Crosstabulation

	EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	Total
--	---	-------

		Strongly agree	Agree	Neutral	Disagree	Strongly disagree	
THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST	Count	42	0	0	0	0	42
	% within THE SIX SIGMA TRAINING PROGRAM IS						10
	CONDUCTED AT REGULAR	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	INTERVALS IN DOMAIN2HOST						
	Strongly agree % within EQUAL PREFERENCES IS						
	GIVING TO ON THE						
	JOB SIX SIGMA TRAINING AND	57.5%	0.0%	0.0%	0.0%	0.0%	25.1%
	OFF THE JOB SIX SIGMA TRAINING						
	% of Total	25.1%	0.0%	0.0%	0.0%	0.0%	25.1%
	Count	20	0	0	0	0	20
	% within THE SIX SIGMA TRAINING PROGRAM IS						10
	CONDUCTED AT REGULAR	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	INTERVALS IN						
	DOMAIN2HOST						
Agree							

		% within EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	27.4%	0.0%	0.0%	0.0%	0.0%	12.0%
		% of Total	12.0%	0.0%	0.0%	0.0%	0.0%	12.0%
		Count	11	12	0	0	0	23
		% within THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST	47.8%	52.2%	0.0%	0.0%	0.0%	100.0%
Neutral		% within EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	15.1%	27.3%	0.0%	0.0%	0.0%	13.8%
		% of Total	6.6%	7.2%	0.0%	0.0%	0.0%	13.8%
Disagree	Count		0	32	22	12	1	67

Strongly disagree	% within THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST	0.0%	47.8%	32.8%	17.9%	1.5%	10.0%
	% within EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	0.0%	72.7%	100.0%	100.0%	6.2%	40.1%
	% of Total	0.0%	19.2%	13.2%	7.2%	0.6%	40.1%
	Count	0	0	0	0	15	15
	% within THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST	0.0%	0.0%	0.0%	0.0%	100.0%	10.0%
	% within EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	0.0%	0.0%	0.0%	0.0%	93.8%	9.0%

Total	% of Total	0.0%	0.0%	0.0%	0.0%	9.0%	9.0%
	Count	73	44	22	12	16	16
	% within THE SIX SIGMA TRAINING PROGRAM IS CONDUCTED AT REGULAR INTERVALS IN DOMAIN2HOST	43.7%	26.3%	13.2%	7.2%	9.6%	10.0%
	% within EQUAL PREFERENCES IS GIVING TO ON THE JOB SIX SIGMA TRAINING AND OFF THE JOB SIX SIGMA TRAINING	100.0%	100.0%	100.0%	100.0%	100.0%	10.0%
	% of Total	43.7%	26.3%	13.2%	7.2%	9.6%	10.0%

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.

$$\begin{aligned}\text{Degree of Freedom} &= (r-1) * (c-1) \\ &= 4 * 4 = 16\end{aligned}$$

$$\text{Calculated value} = 310.106$$

$$\text{Tabulated value} = 26.296$$

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

$$Z = 310.106 > 26.296$$

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 six sigma training program is conducted at regular intervals in Domain2Host and equal preferences is giving to on the job six sigma training and off the job six sigma training.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

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 Domain2Host.

Alternate hypothesis (H1):

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 Domain2Host.

Descriptives

INDUCTION PROGRAM IS REQUIRED FOR BETTER PERFORMANCE

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Strongly agree	45	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
Agree	38	1.7368	.44626	.07239	1.5902	1.8835	1.00	2.00
Neutral	62	2.8871	.40911	.05196	2.7832	2.9910	2.00	4.00
Disagree	4	4.0000	.00000	.00000	4.0000	4.0000	4.00	4.00
Strongly disagree	18	4.5556	.51131	.12052	4.3013	4.8098	4.00	5.00
Total	167	2.3234	1.18865	.09198	2.1418	2.5050	1.00	5.00

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 Domain2Host.

WEIGHTED AVERAGE METHOD

THE SIX SIGMA TRAINING PROGRAM IS FAVORABLE FOR YOUR CAREER GROWTH

Particulars	No of Respondent's	Weightage Assigned	
Strongly agree	21	5	105
Agree	68	1	68
Neutral	32	2	64
Disagree	24	3	72
Strongly disagree	22	4	88
Total	167		397

$$\begin{aligned}\text{Weighted Moving Average} &= \sum Wx1 / \sum X1 \\ &= 397/167\end{aligned}$$

$$= 2.3$$

Inference:

The maximum numbers of respondents say either agree or disagree that the six sigma training program is favorable for their career growth.

FINDINGS:

- Most of the respondents are male.
- Most of the respondents fall under the age category of 25 - 34 years.
- Most of the respondents have the work experience of <5yr.
- Most of the respondents have educational qualification in diploma.
- Most of the respondents earning salary are below 10000.
- Most of the respondent's designation is operators.
- Most of the respondents say strongly agree that the induction program is required for better performance.
- Most of the respondents say either agree or disagree that the induction program helps to understand the product, policy and procedure followed by Domain2Host.
- Most of the respondents say strongly agree that six sigma training need identification methodology it helps to fulfill the functional and behavioural competency.
- Most of the respondents say strongly agree that the six sigma training program in Domain2Host is well planned with six sigma training calendar.
- Most of the respondents are disagree with the duration of the six sigma training program conducted by HR.
- Most of the respondents say disagree that the six sigma training program is conducted at regular intervals in Domain2Host.
- Most of the respondents say strongly agree that the equal preferences is giving to the on the job six sigma training and off the job six sigma training.
- Most of the respondents say agree that they have attended six sigma training program is relevant to the current performance requirement.
- Most of the respondents say agree that the six sigma training is given by HR is fulfill to require their unique program.
- Most of the respondents say strongly agree that the HR is providing the communication about the six sigma training program in advance.

- Most of the respondents say agree that the six sigma training program is favourable for their career growth.
- Most of the respondents say disagree that the six sigma training session which they have attended is conducted in an interactive manner.

- Most of the respondents say strongly disagree that the six sigma training environment, infrastructure available in six sigma training centre are found to be satisfactory.
- Most of the respondents say strongly disagree that the materials provided during the six sigma training program are adequate and match the skill required for productivity.
- Most of the respondents say strongly agree that the different skill such as behavioural skills, technical skills have been focused in the six sigma training modules.
- Most of the respondents say strongly disagree that the six sigma training helps in performing the job independently in their working area.
- Most of the respondents say disagree that the six sigma training enhances the personality and it brings enthusiasm in work place.
- Most of the respondents say agree that the faculty/ trainer are specialized with the subject matters focused in six sigma training program.
- Most of the respondents say strongly agree after the six sigma training program, they feel that they could do the job in an easy and comfortable zone.
- Most of the respondents say agree that the six sigma training program helps they to teach /train their subordinates, operators to impact the six sigma training contents.
- Most of the respondents say strongly disagree that the six sigma training helps they to improving performance.
- Most of the respondents say strongly disagree that the six sigma training helps to increase the morale of the employees.
- Most of the respondents say strongly agreed that the six sigma training program organized in Domain2Host.

3.2 SUGGESTIONS

- Six sigma training is being given more focus at DOMAIN2HOST T & D LTD, however for better and efficient practices six sigma training related to employees 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 six sigma training them in soft skills too.
- Union employees must be allowed to have frequent six sigma training programs than the Managerial level employees, which will result in a better working environment
- Company's six sigma training policy is well designed yet more adequacy is required in areas of
 - 1) Six sigma training need and trainee identification and selection process
 - 2) Duration of six sigma 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 six sigma training like business games, audio-visual six sigma training, and demos have to be implemented.
- New modes of six sigma training can be implemented (for e.g. E-six sigma training can be used for middle level people as it saves time and this would enhance the Management to concentrate on the Operations Employees
- Since DOMAIN2HOST has majority of its aged employees ,special six sigma 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 Six sigma training program needs of subordinates. This may increase the levels of six sigma training effectiveness by the enhancement of good inter- personal relationship.
- The six sigma training circular form can also include a brief introduction about subject for which the six sigma training programme has been organized so that the participants are able to understand the topics being covered in the six sigma training program in advance

- One of the most challenging parts of employee six sigma training program 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 six sigma 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 six sigma training session, follow-up for participants to implement their ideas should be done. Henceforth, Management of DOMAIN2HOST has to start practicing their employees with real life applications for a better and positive work environment

3.3 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 employee six sigma training is enormous. Human resources comprise a company’s most important asset. These employees execute various tasks and input their contributions to choose the people who will eventually ensure the delivery of high quality products and services. Thus, Six sigma training program helps the growth of a business.

DOMAIN2HOST 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 DOMAIN2HOST’ costs of recruitment can be reduced, resulting in cost savings across the organisation. The suggestions can be implemented for a better working environment for both the management and

employees.

QUESTIONNAIRE
EFFECTIVENESS OF SIX SIGMA TRAINING & DEVELOPMENT
PROGRAMME

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 Domain2Host
a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 3) Six sigma 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 Six sigma training program in Domain2Host is well planned with Six sigma training Calendar
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 5) Satisfied with the duration of the six sigma training program conducted by HR
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 6) The six sigma training program is conducted at regular intervals in Domain2Host
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 7) Equal preferences is giving to the on the job six sigma training and off the job six sigma training
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 8) The six sigma 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) Six sigma 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 six sigma training program in advance
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 11) The six sigma training program is favorable for your career growth
- a) Strongly agree b) Agree c) Neutral d) Disagree e) Strongly disagree
- 12) The six sigma 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 six sigma training environment, infrastructure available in Six sigma 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 six sigma 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 six sigma training modules

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

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

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

17) Six sigma 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 six sigma training program

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

19) After the six sigma 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 six sigma training program helps you to teach /train your subordinates, operators to impact the six sigma training contents

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

21) Six sigma training helps you in improving the performance

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

22) Six sigma training helps in increasing the morale of the employees

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

disagree

23) Overall satisfaction with the six sigma training program organized In Domain2Host

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

24) Any suggestions/ feedbacks:

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