

**A STUDY ON THE IMPACT OF TRAINING AND DEVELOPMENT
PROGRAMS WITH REFERENCE TO ALTRUIST CUSTOMER
MANAGEMENT PRIVATE LIMITED**

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

SHABYA SINGH
Register No.40410230



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**

APRIL 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SHABYA SINGH** who carried out the project entitled "**A Study on the Impact of Training and Development Program with reference to Altruist Customer Management Private Limited,**" under my supervision from January 2022 to March 2022.

Dr. John Britto. MBA., Ph.D.,
Internal guide

Dr. BHUVANESWARI. G
Dean – School of Management Studies

Submitted for Viva voce Examination held on _____

Internal Examiner

DECLARATION

I **SHABYA SINGH (40410230)** hereby declare that the Project Report entitled “**A Study on the Impact of Training and Development Program with reference to Altruist Customer Management India Private Limited,**” done by me under the guidance of **Dr. JOHN BRITTO** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 20 April 2022

PLACE: CHENNAI

SHABYA SINGH

ACKNOWLEDGEMENT

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

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I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. JOHN BRITTO** for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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

SHABYA SINGH

CONSENT & COMPLETION LETTER IN COMPANY LETTER HEAD

Altruist Customer Management India Private Limited
B38, C4, Block B, Sector 57, Noida, Uttar Pradesh 201301



MARCH 07th, 2022

To Whomsoever It May Concern

This is to state that Ms. Shabya Singh, employee code VTX1111446, currently working with our organization student of Sathyabama University, undertaking of MBA (Master of Business Administration) in HR and operation.

As part of his studies, she is required to undertake an information research project "A STUDY ON THE IMPACT OF TRAINING AND DEVELOPMENT PROGRAMS WITH REFERENCE TO ALTRUIST CUSTOMER MANAGEMENT PRIVATE LIMITED." to completion of Master degree.

During the period of his service, she was found to be sincere and hard working. We wish her the best of luck in all his future endeavors.

Please contact us in case of any further clarification.

Yours faithfully,

For Altruist Customer Management India Private Limited.

A handwritten signature in black ink, appearing to read 'S. R. Ragupathy'.

Sathish Ragupathy

Assistant Manager - Human Resources

Altruist Customer Management India Private LimitedAneja
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ABSTRACT

Employees are the main asset of any organization. Every organization needs well-trained employees to carry out operations efficiently and effectively. It is an ongoing process by organizations that helps develop skills, knowledge and competencies. Training and development leads to better employee performance. The success of organizations depends on the performance of their employees. In the current era of globalization, training is very important for a competent and stimulating company. It is the right nerve that contributes to improving the quality of life at work for employees and for the growth of the organization. Training and development are key elements in providing information about employee performance in most organizations. The purpose of the study was to determine the impact of training and development on employee performance. This study assesses the impact of training and development on employee performance in a BPO sector industry, as specific company- Altruist customer Pvt Ltd, employees must be dynamically monitored and employers should provide mandatory training programs for all employees to improve Work Performance. Overall, research recommends that training and development be strategic and systematic in order to achieve organizational desires and goals.

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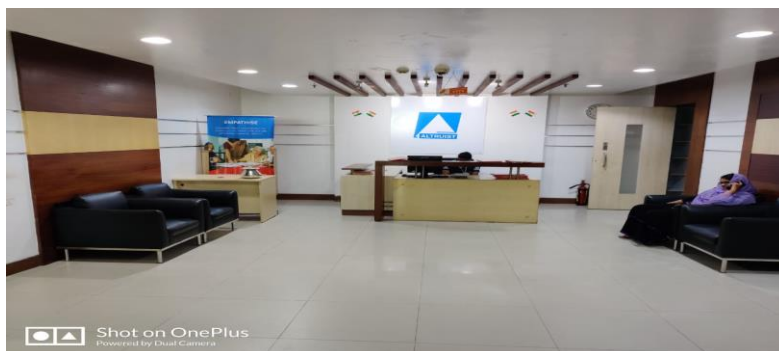
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CHAPTER 1

1.1 COMPANY PROFILE

Altruist Technologies Started in the year 2005, has emerged as a front runner in the Mobile Social Networking space in India, Indonesia & Nigeria and fast spreading to other similar geographies. Besides its flagship voice based mobile social network it runs jobs on phone, manages end to end the mobile/digital strategy for multiple media clients and brands, hosts and manages voice infrastructure for leading content owners and distributors. It has made successful forays into M-Governance, Handset based applications and a Video sharing platform. Altruist has emerged as a proven company in the field of Voice and Web Based Value Added Services, Business Process Outsourcing, Information Technology and Interactive Communication solutions to Carrier, WASP, ISP, CSP and Corporate clients with its diligence, operations reviews, analysis of business prospects and interim management. Altruist is the clear market leader in the social networking domain of the Indian MVAS market. It has got strong technology capabilities to provide an array of services in the MVAS space. Altruist has tie-ups with all leading Indian Telecom Operators and with a collective reach of over 55% of the total mobile subscribers.



Altruist Technologies is a mobile social networking platform that provides its clients with all kinds of VAS, RA, FMS, BPO, and telecommunication solutions. Its flagship product is a voice-based mobile social network.

Altruist Technologies currently manages multiple media clients and brands, and hosts and manages voice infrastructure for content owners and distributors. It specializes in the fields of voice- and web-based value-added services, and business process outsourcing.



BPOs

Well-groomed youth, fast money and phenomenal lifestyles seem to flash in the mind of the common man when the word Business Process Outsourcing (BPO) is read. When read again, lopsided working hours, unimaginable attrition rate, stress and burnout exhibit its ugly side. No matter how it has been balanced between the pros and cons, the fact of negative side of BPO remained conspicuous, loud and unchanged. But BPO at present has become the 'mantra' of employment, the buzz of the present and promise for the future! The last decade witnessed a spurt in the growth and development of Indian economy. This was brought about by a revolution in the technological front and a radical change in the way business was done. Instead of being the jack of all trades, smart organizations at present opt to be the master of their core business. Outsourcing the non-core processes in order to concentrate on the core ones is how companies prefer to work at present India is one of the hot destinations for any company that wants to outsource its business processes. The attractiveness of India as the most favoured BPO destination can be attributed to three basic factors Cost, People and Environment. India ranks first among a host of desirable nations in terms of cost (which includes employee cost, infrastructure cost, management cost and the tax structure). It beats all its competitors on the people front as well. The people factor is evaluated on the lines

of size of the job market, education level of the workforce, language barriers, past outsourcing experience and employee retention. However, when it comes to environment (which includes country risk, infrastructure, cultural compatibility, proximity etc) India lags behind countries like Canada, Australia and Ireland. Contrary to the sunny side of the story, there is also a dark side for the BPOs.

The IT enabled services (ITes) industry which includes BPOs are being looked upon as the big employment generator. It is, however, not an easy task for a HR manager in this sector to bridge the ever-increasing demand and supply gap of professionals. He has to find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous nature of work. The toughest concern for a HR manager in India is, however, the high attrition rate which is approximately 30 to 35% at present as per NASSCOM's (National Association of Software and Services Companies) statement. Thus, retaining staff with scarce and critical skills in the BPO industry has become a top priority. High attrition increases the costs to the organization considerably. The voluntary resignation of trained employees is generally considered detrimental to the organization both in replacement costs and work disruption. When a greater number of people leave the organization, it drains resources and affects the productivity of the organization. Therefore, it is extremely important to curb attrition not only for individual firms but also for the industry as a whole. NASSCOM's website quotes 'ITes' as 'Human Resource Enabled Services (HRES)' and this concisely explains the importance and value attached to the 'people' aspect in the service industry.



Management at Altruist Technologies



Vishal Gurung

Sr. VP - Service Delivery



Dheeraj Aggarwal

Co-Founder , Altruist



R. Jayashankar

VP - Service Delivery



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Chairman & MD Altruist



Hari Narain Singla

Director



Rajalakshmi Vijay

CEO Altruist Customer Management India Pvt Ltd and TMP Direct LLC

1.2 INTRODUCTION

Background of the study

Currently, every organization's top priority is to manage the human resources. Employees are the most precious asset for any company as they can build up or destroy the company and they can affect profitability (Elnaga & Imran, 2013).

organization needs to have well trained and experienced people to perform the activities required to be undertaken. It is necessary to raise the skill levels and increase the versatilities and adaptability of employees to the requirements of an organization in the changing world. Inadequate job performance results in a decline in productivity of changes. Job redesigning or a technological break-through require some type of training and development effort.

In a rapidly changing society, training and development is not only an activity that is desirable but also an activity that an organization must commit resources for maintaining a viable and knowledgeable workforce. All types of jobs require some sort of training for efficient performance. Therefore, all the employees, new and old, should be trained or retained.

Every new employee regardless of his previous training and experience needs to be introduced to the work-environment of his new Job and taught how to perform specific tasks. Moreover, specific occasions for retraining arise when an employee is transferred or promoted or when jobs change. Training is valuable to the new comer in terms of better job security and greater opportunity for advancement. A skill thus, acquired by the new entrant through training is an asset to the organization.

Human Resource Management

HRM is the study of activities regarding people working in an organization. It is a managerial function that tries to match an organization's needs to the skills and abilities of its employees.

Definitions of HRM

Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

HRM is the personnel function which is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of contributing towards the accomplishments of the organization's objectives. Therefore, personnel management is the planning, organizing, directing, and controlling of the performance of those operative functions (Edward B. Philippo).

Generally, HRM refers to the management of people in organizations. It comprises of the activities, policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate number and skill mix of employees to accomplish the organization's objectives.

The goal of HRM is to maximize employees' contributions in order to achieve optimal productivity and effectiveness, while simultaneously attaining individual objectives (such as having a challenging job and obtaining recognition), and societal objectives (such as legal compliance and demonstrating social responsibility).

Nature of HRM

HRM is a management function that helps managers to recruit, select, train and develop members for an organization. HRM is concerned with people's dimension in organizations.

The following constitute are the core of HRM

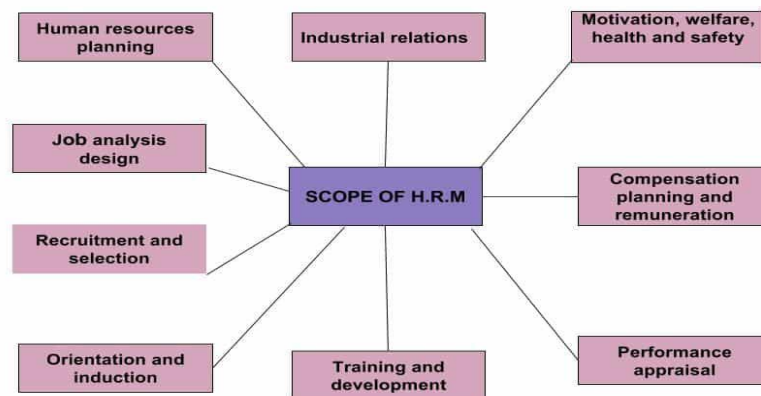
- HRM Involves the Application of Management Functions and Principles. The functions and principles are applied to acquiring, developing, maintaining and providing remuneration to employees in organization.

- Decision Relating to Employees must be Integrated. Decisions on different aspects of employees must be consistent with other human resource (HR) decisions.
- Decisions Made Influence the Effectiveness of an Organization. Effectiveness of an organization will result in betterment of services to customers in the form of high-quality products supplied at reasonable costs.
- HRM Functions are not Confined to Business Establishments Only but applicable to nonbusiness organizations such as education, health care, recreation and like.
- HRM refers to a set of programs, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

SCOPE OF HRM

The scope of Human Resources Management extends to:

All the decisions, strategies, factors, principles, operations, practices, functions, activities and methods related to the management of people as employees in any type of organization.



❖ **Human resources planning**

Human Resource Planning refers to a process by which the company to try to find the number of jobs vacancy in which a particular department The number of staff required with the necessary qualification and experience.

❖ **Job analysis design**

Another important area of Human Resource Management is job analysis. Job analysis gives detailed information about the job description and employee specification in the company.

❖ ***Recruitment and selection***

Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers, Employment sites, etc. This is recruitment. A number of applications are gathered after the advertisement is published, interviews are conducted and the right employee is selected for the right post and right time thus recruitment and selection are yet another important area of Human Resource Management.

❖ ***Orientation and induction***

Once the employees have been selected an induction or orientation program is conducted. The employees are informed about companies' backgrounds, products, different subsidiaries organizational culture and values, and work ethics and introduce to the new employee to other employees.

❖ ***Training and development***

Every employee goes into a training program which helps him to put up a better performance on the job. The training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development are one area where the company spends a huge amount.

❖ ***Performance appraisal***

Once the employee has put on the job performance appraisal is conducted that is the Human Resource department checks the performance of the employee. Which helps appraisal future promotions, incentives, increments in salary, etc

❖ ***Compensation planning and remuneration***

There are various rules regarding compensation and other benefits. It is the job of the Human Resource department to look into remuneration and compensation planning.

❖ ***Motivation, welfare, health, and safety***

Motivation becomes important to sustain the number of employees in the company. It is the job of the Human Resource department to look into the different methods of motivating & encourage the employee. Apart from this certain health and safety regulations have to be followed for the benefits of the employees.

❖ ***Industrial relations***

Another important area of Human Resource Management is maintaining cordinal relations with the union members. With employer-employee, employee-employee this will help the organization to coordinate with one another for smooth working.

❖ **TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE**

Concept of Training and 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. Training and Development emphasize on the improvement of the performance of individuals as well as groups through a proper system within the organization which focuses on the skills, methodology and content required to achieve the objective. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve its productivity leading to overall growth.

Training is about knowing where you are in the present and after some time where will you reach with your abilities. By training, people can learn new information, new methodology and refresh their existing knowledge and skills. Due to this there is much improvement and adds up the effectiveness at work. The motive behind giving the training is to create an impact that lasts beyond the end time of the training itself and employee gets updated with the new phenomenon. Training can be offered as skill development for individuals and groups.

Organizational Development is a process that “strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.”

Employee training and development is a program that helps to learn a particular skill as well as knowledge to improve employee productivity & performance in their current organization or job role. It developed future performance & helps focused on more employee growth. Companies that have a proper training and development process can retain more employees, see higher profitability, and have more

engaged employees. Furthermore, it helps the organization avoid the costs linked to losing talents.

Training and developing of any an employee don't simply help their growth but pushes the company to grow as well. Likewise, it helps employees know that they are valued in the organization.

A formal definition of training and development is "Training and development is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills as well as knowledge".

"Training and developing an employee don't simply help their growth but pushes the company to grow as well."

Employee Training and Development Definition



Employee training & development may sound similar but both have different meanings and roles. An employee training refers to a short-term activity that focuses on the specific role of the employee. It focuses on the immediate need or requirement of the role. In a more formal sense, employee training is the process of providing the required skills to an employee for a specific task. Whereas, employee development has a broader scope. It is a long-term activity that focuses on the development of an individual. Employee development can be defined as the process

of employees honing, developing, and learning new skills that align with the goals and the vision of the company.

What is Employee Training and Development?

The relationship between employee training and development is close. However, employee training is very different from employee development. Employee development has open-ended goals and doesn't focus on one single role. It focuses on the entirety of an individual. It hones the skills of an individual to be able to grow as a person. If done right, employee development can lead to more job satisfaction which results in a more engaged employee. Employee development also helps groom employees for newer possibilities and roles.

Breaking Down Employee 'Training' and 'Development'

Employee training and development may sound similar but both have different meanings and roles. An employee training refers to a short-term activity that focuses on the specific role of the employee. It focuses on the immediate need or requirement of the role.

Whereas, employee development has a broader scope. It is a long-term activity that focuses on the development of an individual. Employee development has open-ended goals and doesn't focus on one job but the entirety of an individual. While employee training focuses on helping the employee do the current job better, development helps groom employees for newer possibilities and roles.

Why Employee Training and Development is important in HRM.



- ***Optimum Utilization of Human Resources:***

- Human resources need to be polished and trained to enhance their potential. Training and development of employees helps to make the best use of the employee's overall worth to the organization.

- ***Creating a Highly Skilled, Motivated and Enthusiastic Workforce:***

The existing workforce is trained to increase their productivity, and motivated to contribute their best towards the organization. The employees will be more confident about themselves and enthusiastic about their job. They will adapt to technological changes and innovations more readily.

- ***Increase Productivity:***

Knowledge about usage of sophisticated machinery and new technology is imparted to employees which will enable them to use the equipment more efficiently and thereby increase productivity.

- ***Build Team Spirit:***

Training often takes place in groups where the trainees are encouraged to interact with each other and discuss organizational issues. This helps to create team spirit among the employees.

- ***Healthy Work Environment:***

Training and development programs help to modify the thought and behavior process of the employees in such a way that is conducive to building a healthy work environment.

- ***Personal Growth of Employees:***

Development programs provide opportunities to the employees to enhance their skills and knowledge and help them to achieve better career growth.

- ***Promote Learning Culture:***

The employees are encouraged to continuously learn new concepts and update their talents. This helps to promote a learning culture within the organization which would greatly help in its future sustenance and growth.

- ***Improve Employee Morale:***

When employees are trained to become better performers, they feel a sense of accomplishment. They realize that they are effectively contributing towards organizational goals and thus get a morale boost.

- **Better Managerial Skills:** Training and development programs inspire the employees to think, plan, solve problems and take important decisions. This hones up their managerial skills.
- **Reduce Employee Turnover:** A well-trained employee will take more interest in his job and will be a more efficient worker. He will get more job satisfaction. People who love their jobs are more loyal towards the organization.

❖ **Importance of Training and Development – To Both Employees and Employers in an Organization**

Training and development offer innumerable benefits to both employees and employers. It makes the employee more productive and more useful to an organization.

- **To increase productivity** – Instruction can help employees increase the level of performance.
- **To improve quality of work** – Trained workers use machines, tools and materials in proper way. They maintain uniformity in work methods and thus make less mistakes.
- **To decrease learning period** – A systematic training and development programs helps to reduce the time and cost involved in learning. They need not waste their time and efforts in learning through trial and error.
- **To Reduce Cost** – Trained employees make more economical use of materials and machinery, thereby reducing wastage and spoilage. Maintenance cost is also reduced due to fewer machine breakdown and better handling of equipment.
- **To improve Health and safety** – Proper training and development can prevent industrial accidents. Trained employees follow right work method and make use of the prescribed safety devices.

- ***To improve Organizational climate*** – Training and development improves organizational climate, as well-trained employees tend to be self-reliant and motivated. They need less guidance and control and thus they have less supervisory pressure. Industrial relations and discipline are improved. Organizations having regular training programs can fulfil their future needs for personnel from internal sources which in turn increases job- satisfaction and morale of employees.
- ***To help in personal growth of employees*** – Training and development helps employees to enhance their individual knowledge and skills. It is beneficial for the employees by ways of increasing.
- ***Self-confidence*** – Training and development helps to improve the self-confidence of an employee. They tend to become self-reliant and motivated.
- ***Safety*** – Training and development helps an employee to use various safety devices. They can avoid mistakes, accidents on the job.
- ***Adaptability*** – Training and development enables an employee to adapt to changes in work procedure and methods. He can be more mobile and pursue career goals activity.
- ***Higher Earnings*** – Training and development makes employees more efficient and effective. They can produce more with minimum effort and thereby earn more.
- ***Promotion*** – Employee can develop himself and earn promotion easily.

❖ **Training and Development Process**

Training and development are a continuous process as the skills, knowledge and quality of work needs constant improvement. Since businesses are changing rapidly, it is critical that companies focus on training their employees after constantly monitoring them & developing their overall personality.



❖ **Difference between Training and Development:**

Points	Training	Development
1. Definition	Training is the process of teaching employees the basic skills they need to perform their jobs.	Management development refers to teaching managers and professionals to increase knowledge, skills, attitude needed for future jobs.
2. Present/Future	Training is present-day oriented.	Development is future day oriented.
3. Participant	Training programs are arranged for employees.	Development programs are arranged for executives.
4. Level	It is a lower-level learning program.	It is a higher-level learning program.
5. Area	Training is imbibed for enhancing much more skills and knowledge to the employees.	Development is imbibed for enhancing specific skills and knowledge to the executives.
6. Change	Skill level is changed through Training.	The behaviour level is changed through Development.
7. Focused	Training is a narrower concept focused on job-related skills.	Development is a broader concept focused on personality development.

8. Aimed	Training is aimed at improving job-related efficiency and performance.	The development aims at overall personal effectiveness, including job efficiencies.
9. Instruction	Training refers only to instruction in technical and mechanical operations.	Development refers to philosophical, theoretical, and educational concepts.
10. Period	Training courses are typically designed for a short-term period.	Development involves a broader education for long-term purposes.

❖ Types of Training Methods

Over a period of time the training methods have changed a lot. Based on the requirement of the company, now training methods can be selected from variety of options. A lot of companies implement different training methods for various team, departments and groups of employees. It is important in Training and Development Process to select the training methods as per the needs and desired outcome from the training program. Training methods are categorized as traditional and modern methods.

Off the Job Training Methods - On the Job Training Methods - Interactive Training Methods

A. On-The-Job Training

During on-the-job training the employees are involved in the real work activities and learn through experience. It provides rapid learning experience and improves bonding among team members. However, some employees find this method of training very stressful and fail to learn or fail to perform on the job.

B. Off the job Training

Classroom learning is a way of off-the-job training. Here groups of employees go through different presentations, activities, case study assessments to learn more about their job. The information about vision and mission of the company and the

company policy is also conveyed to the employees during off-the-job training. This type of training provides rich learning opportunity to the employees, however due to cost issues many companies avoid arrangement of such training programs.

- ❖ **Interactive Training:** The interactive training ensures that employees are actively involved in the learning process. The training includes simulation, scenarios, games and quizzes. In order to practice a new skill, the employee get a realistic work scenario and thus employee can apply their knowledge before actually working on the real job. The method is quite time consuming and the employee's needs constant feedback from the trainer to move further in the training program.
- ❖ **Modern Training Methods-** After globalization now technology is key to every process. Thus, the modern types training methods include online and computer-based training. Another need of training is on the social front, as in the company now people from different backgrounds, cultures work together it is important to develop the social skills and team work among the employees.
- **Social Learning:** Social learning methods are a process in which employees learn through observation, imitation and modelling their behaviour. It is an effective training method for overall development of the employee, it enhances the problem-solving skills and employees acquire empathy about their team members.
- **Online Training:** If you want to training large number of employees in an effective manner, then online training is an answer for you. Online workplace training includes eLearning courses, videos, webinars which present information in front of employees and also test their acquired skills. Basic PC-based programs, Interactive multimedia training and web-based training programs are different types of online training.
- **Outdoor Training:** Many large companies are now using outdoor training as a tool to improve teamwork skills among their employees. It is termed as a break from work and classroom learning. The training includes adventure like group of employees can live outdoors and engage in activities such as mountain climbing or Whitewater rafting. The training is a social activity in which employees get to know each other.

➤ **A. On the Job Training Methods**

For the training of non-managerial level of employees most of the organizations use on the job training methods. As compared to classroom training the on-the-job training is quite easy to execute as employee will be available in the actual work environment. On the job training is used when organization wants the employee to be productive immediately after joining the job. The core of on-the-job training is development through job performance. It provides opportunity to new employee to build good relationship with their working team while learning in the early days.

❖ **Different types of On-the-job training methods are as given below:**

- **Job rotation:** Job rotation involves regular movement of employee from one job profile to another in order to gain experience and knowledge. This method is useful to improve employee's skill set and provide them overview of overall organizational working pattern. It also improves the relationship between employees working in different departments of the organization.
- **Coaching:** This method includes assignment of mentor or supervisor to each employee who will train the employee, resolve their work-related issues and provide feedback on their performance.
- **Job instructions:** It is a systematic training in which the instructor explains each step of doing job to the employee, let them perform and correct them in the case of mistake.
- **Committee assignments:** A group of employees are given a work-related issue which they should solve by healthy discussion with each other. It is also a way to improve team work among employees.
- **Internship training:** Generally theoretical and practical training is provided to the students of various colleges before they actually start their actual career in corporate world. Most of the time after completions of internship the company offers the student to join them as a employee.

B. Off the Job Training Methods

The development activity implemented by the organization which is away from the work field is called as off-the-job training. There are several off-the-job training

methods which can be used to train employees. In this type of training the employees can fully concentrate on learn as there will be no work pressure.

❖ **Different types of Off-the-job training methods are given below:**

- **Case study method:** To impart critical and analytic thinking among employees a business problem is assigned to the employees. The employees can analyse the entire case and provide various possible solutions on the given situation.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **Simulation:** An imaginary situation acts 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.
- **Management education:** Companies collaborate with various bachelors and postgraduate institutes which provide high education to the employees.

- **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.

1.3. Statement of the Problem

Training and development play vital and important role in any given organization in the modern day. Considering it, my study on training and development in Altruist customer Pvt Ltd gives me a scope to know in detail about the different techniques and method adopted by Altruist customer Pvt Ltd to train their employees very effectively and efficiently. The problem statement included various factors such as knowing the training and development facilities to the employees and also to know what best effort has been put in by the firm to improvise it so that it can be utilized effectively and efficiently by the employees in the organization.

Altruist customer pvt ltd being a firm with very large number like should give more concentration on its employees with regard to train them. Some amount of concentration has been given to the training of employees; however, the consistency needs to be maintained in order to make sure all the employees are well knowledge and are in a better position to carry on their work with much more effectiveness in case of any unexpected issues or obstacles.

1.4. OBJECTIVES OF THE STUDY

Primary objective:

To examine the Impact of training on employee performance in the BPO Sector using Altruist Technology Private Limited company in UP State, Noida as the study area.

Secondary objectives:

- a) Determine the impact of training and development Programs
- b) To identify the factors affecting training and development
- c) To know the employees' satisfaction with reference to training programs.
- d) To evaluate the employee training as a crucial factor for improving individuals and organizational performance

1.5. NEED FOR STUDY

The main purpose of this study was to investigate the impact of training and development on Employee Performance, to know the employees' satisfaction with the information provided by the trainer during the training session and to identify the factors affecting training and development of employees in Altruist Customer Management India Private Limited UP, NOIDA.

1.6. SCOPE & SIGNIFICANCE OF THE STUDY

The study looked at the effects of training on employee performance. Restriction to this study was the selection procedure for training programs, employee-training design, and training delivery style on employee performance. The geographical scope for this study is the BPO Company used for the study is Altruist Customer Management India Private Limited in UP State, Noida as the study area.

Training and development are about managing and empowering people, the vital assets of any business or firm. Human resource professionals act as a strategic partner with senior managers and leaders by aligning training and development strategies and practices among others with overall organizational strategies that contribute to an organization's smooth operations. Therefore, understanding human resource practices and particularly Training and development enable managers to help employees perform better in the work and keep them motivated. This in turn will strengthen individual and organizational performance and further the organization's ability to meet its goals according to performance objectives and standards despite internal and external challenges to the organization. The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills etc, through adequate training and development designs. However, the study results will help the management to identify the challenges effects of training and development on organizational performance, hence determine the areas where improvements through training and development can be done.

CHAPTER 2 - LITERATURE REVIEW

Franklin Dang kum et al. (2020) checks the effects of training and development on employees' performance by using correlation and regression. ESCON (privately owned company in South Africa) offers consulting services to customers. This research says effective development programs allow organization to maintain a workforce that can replace employees who may or want to leave the company.

Naveed Ahmed et al. (2019) check the effects of employees training on performance and find positive relationship. This study is conducted in Government sector that is suffering from terrible downfall. Regression method is used for results.

Dr Shahid jan et al. (2019) conducted research in UBL at Peshawar city to check the benefits of training and development on employees' performance and productivity by using quantitative approach. Eight UBL banks were selected for survey. A positive relationship is found between training and performance. This study shows that administration that is interested in increasing productivity and efficiency of employees has only one option that is to adopt training and development programs.

Muhammad Zahid Iqbal et. al in the year (2018) has done their research. Their analysis is about the relationship between characteristics and formative evaluation of Training. This paper attempted to signify the use of formative training evaluation. The authors have carried out a study at three public-sector training institutions to empirically test the predicted relationship between the training characteristics and formative training evaluation under the Kirkpatrick model (reaction and learning). This study explains the causal linkage between components of formative training evaluation, the mediating role of reaction in the relationships between training characteristics and learning was also investigated. The principal finding revealed that a set of seven training characteristics explained 59% and 61% variance in reaction and learning respectively. All training characteristics were found to have a positive impact on reaction and learning except training contents. The study concluded with areas of future research emphasizing on linking formative evaluation with summative one i.e., Behavior and results.

Eugen Rotarescu in the year (2017) has reviewed on the topic “**ALTERNATIVE SELECTION UNDER RISK CONDITIONS IN HUMAN RESOURCES TRAINING AND DEVELOPMENT THROUGH THE APPLICATION OF THE ESTIMATED MONETARY VALUE AND DECISION TREE ANALYSIS**”. The topic in this article is the presentation in a succinct and applicative manner of several decision-making processes and the methods applied to human resources training and development in environments with risk factors. The decisions have been optimized by the human resources training and development, the decision makers have readily available with two methods of analysis they are: (1) the decision matrix and (2) the decision tree method. Both methods compute the alternatives based on the estimated monetary value (EMV). Finally, the decision matrix and the decision tree analyses represent two viable, scalable and easily applicable framework analyses for selecting the optimum course of action regarding the training and development of human resources. Both analyses generate the same solution and rely on the accuracy of the expected monetary value (EMV) method calculated for each course alternative action. Of these two methods, the selected decision method depends on the circumstances, the complexity of the situation and preference of the decision maker.

Pilar Pineda in the year (2017) has done his research in this topic “**EVALUATION OF TRAINING IN ORGANIZATIONS: A PROPOSAL FOR AN INTEGRATED MODEL**” and the author’s purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author says that training is a key strategy for human resources development and in achieving organizational objectives. Organizations and public authorities invest large amounts of resources in training, but rarely have the data to show the results of that investment. Only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models. The paper’s approach is theoretical, and the methodology used involves a review of previous evaluation models and their improvement by comparing their application in practice. The author has also applied the model successfully in several public and private organizations, in industry and in the services sector, which demonstrates its usefulness and viability in evaluating

the results of training. Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers in evaluating training results, as well as providing a global simplified approach to the complex evaluation function. The originality of this evaluation model lies in its focus on a key and novel aspect – i.e., the pedagogical dimension, providing an integrated tool that can be easily adapted to any organization.

Cary Cherniss et.al In the year (2017) has done their research in the topic **“PROCESS-DESIGNED TRAINING: A NEW APPROACH FOR HELPING LEADERS DEVELOP EMOTIONAL AND SOCIAL COMPETENCE”** and they have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO) principles. The program utilized process-designed training groups to help participants develop emotional and social competence. The study involved 162 managers from nine different companies in a random assignment control group design. There were nine different groups with nine managers in each group. Each group was required to follow the identical process. His results indicated that after two years the intervention group had improved more than the controls on all Emotional Competence Inventory variables. The paper offers recommendations for future research on the mechanisms underlying the process-designed group strategy and contextual factors that optimize results. This paper describes a leadership development strategy that appears to be more economical and consistent in its delivery than traditional approaches such as workshops or executive coaching. Although ISO principles are utilized widely in the business world, this is the first study that has used this approach in the design and delivery of management development.

Giasuddin Bellary, Pulidindi Venugopal & Ganesan (2016), reemphasized that the training program's success depends on training outcomes. It pointed out that training is being conducted by many corporate, but insufficient research has been done in this area. The paper offers recommendations for future research on the mechanisms underlying the process-designed group strategy and contextual factors that optimize results.

(Goldstein & Ford, 2015) Training is organized way in which organizations provide development and improve the quality of new and existing employees. It has

systematic approach of learning and development that improve individual, group and organization

Franco Gandolfi in the year (2014) has done his research in the topic ***“TRAINING AND DEVELOPMENT IN AN ERA OF DOWNSIZING”*** and he has analyzed that downsizing as a restructuring strategy which has been actively implemented for the last three decades. While employee reductions were utilized mainly in response to crises prior to the mid-1980s, downsizing developed into a fully-fledged managerial strategy for tens of thousands of companies in the mid to late 1980s. Since then, downsizing has transformed the international corporate landscape and affected the lives of hundreds of millions of individuals around the world. While the overall effects of downsizing have been widely reported, many misconceptions surrounding the concept of downsizing have remained. This conceptual paper focuses on the role of training and development (T&D) during the downsizing process. In particular, the research depicts the current body of literature associated with the function of HR and its plans, programs, and policies that firms adopting downsizing must provide to their surviving workforces. Finally, this paper offers concluding comments regarding effective downsizing practices that have emerged in the literature.

Cody Cox. B in the year (2014) has done his research in the topic ***“THE MODERATING EFFECT OF INDIVIDUAL DIFFERENCES ON THE RELATIONSHIP BETWEEN THE FRAMING OF TRAINING AND INTEREST IN TRAINING”*** and has reviewed that the moderating effect of individual differences in the relationship between framing training was examined for technical and nontechnical content areas. Participants were 109 working age adults (Mean age 38.14 years, SD 12.20 years). Self-efficacy and goal orientation were examined as moderators. Results showed a three-way interaction between performance orientation (a dimension of goal orientation reflecting the desire to demonstrate competence in an achievement setting), age, and frame for technical training and a three-way interaction between performance orientation, self-efficacy, and frame for nontechnical training. Implications for future research as well as framing training to enhance interest are discussed.

According to **Elnaga and Imran (2013)** concluded that training program is the stimulant that workers require to improve their performance and capabilities, which

consequently increase organizational productivity. Therefore, training should be designed on the basis of organizations specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance. The research affirmed the proposition that training has a positive impact on employee performance.

Aberash Jenberu (2013), when training design to be effective, training needs to follow a systematic process as can be seen in the following figure 1

Assessing needs- identify the type of training needed; this may be through an organizational analysis, a person analysis or a task analysis. Trainee acceptance- involves the employee accepting the need for training, and having the motivation and basic skills to be able to master the raining content. Learning environment- refers to identifying whether the factors are available to enable learning to occur. This will identify the learning aims and objectives to be achieved, the materials available, feedback, evaluation process and other administrative processes.

Aberash Jenberu (2013) Training & Development have been defined in several ways by different authors. The main idea that each one of them highlighted in their studies is the workforce capability enhancement. Training is a planned effort to enable employees to learn job related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility **(Noe, 2012)**.

(Richard, Swanson Elwood- and Holton III, 2011) Training and development are defined as a process of systematically developing work related knowledge and expertise in people for the purpose of improving performance Training is the process through which skills are developed, information is provided, and attributes are nurtured, in order to help individuals who, work in organizations to become more effective and efficient in their work. Training helps the organization to fulfill its purposes and goals, while contributing to the overall development of workers. Training is necessary to help workers qualify for a job, do the job, or advance, but it is also essential for enhancing and transforming the job, so that the job actually adds

value to the enterprise. Training facilitates learning, but learning is not only a formal activity designed and encouraged by specially prepared trainers to generate specific performance improvements.

(Richard, Swanson, Elwood and Holton III, 2011) Learning is also a more universal activity, designed to increase capability and capacity and is facilitated formally and informally by many types of people at different levels of the organization. Training should always hold forth the promise of maximizing learning

According to **Mahapatro (2010)** training is an organized activity for increasing the knowledge and skills of the people for a definite purpose. It involves systematic procedures for transferring technical knowhow to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem-solving ability by undergoing the training program.

According to **Mahapatro (2010)** employee training and development initiatives can transform organizations by providing extra skills to your employees not only increase safety and productivity but also training leads to higher job satisfaction, which shows up in better organizational performance. Valuable training also includes situational training that provides personnel the skill sets that allow them to make timely, knowledgeable decisions that benefit both the customer and the organization.

The major benefit of employees training is to enhance and improve knowledge, skills, and attitudes in order to higher employees' performance. According to **Cole (2002), cited in Mozael (2015)**, the foundation stone for human resources management is training as it can be of immense benefit to the individuals as well as organization, in the short and long term. Some of the benefits from employees training are: firstly, enhances and increases the quality and ability of employees toward work related tasks, and eventually achieve change management - for instance, increasing new skills and information which lead to better understanding among employees. Secondly, training program provides the possibility for employees to upgrade their career, including enhanced safety and security at the workplace which could lead to reduced employee turnover. Thirdly, one of

advantages of training is the reduced cost and time because a well-trained employee will be able to achieve tasks within a shorter period of time and with minimum cost. Finally, training helps employees to enhance their morale and motivate them to perform their tasks easily.

According to, Ghosh & Kumar (2009) The training philosophy must describe the overall considerations and beliefs of the organization towards knowledge acquisition and the sensible utilization of all knowledge media available. The scope and general practices should be presented in concise statements by the training systems unit and should be agreed up on by the executives of the company.

David Pollitt in the year (2009) has done his research (Software helps companies to keep track of various threads and aspects of training)” and says that information is the lifeblood of business, the economy and most aspects of society, from health care to legal affairs and scientific investigation to the chat by the coffee machine. Mind mapping is a graphical technique for visualizing processes and projects using a structure that places an objective as a central image. Mind mapping plays a central role in every aspect of our learning and development work, from the needs analysis to brainstorming around course development and delivery, through data capture and performance charting. Hence with such heavy use of mind maps across the organization, one of the training requirements that Charles Jennings has to meet is the demand for training on the use of Mindjet products. This is largely met by access to the company’s own web-based tutorials, training centers or courses provided by authorized training partners, often specializing in particular areas of application.

D.A. Olaniyan and Lucas. B. Ojo in the year (2008) has done research and has topic reviewed that paper is based on staff training and development. This paper is basically a conceptual paper. The author says that the need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in the modern world to invest in training. Thus, the role played by staff training and development can no longer be over-emphasized. Staff training and

development are based on the premise that staff skills need to be improved for organizations to grow.

Anupama Narayan and Debra Steele-Johnson in the year (2007) has done a review in this topic “RELATIONSHIPS BETWEEN PRIOR EXPERIENCE OF TRAINING, GENDER, GOAL ORIENTATION AND TRAINING ATTITUDES” and some of the authors have said that in today's organizations, rapid changes, an increasingly diverse workforce and competitive business environments characterize the work (Cascio, 1998; Goldstein, 2002; Smith et. al 1997). Employee's development, and more specifically training, can help individuals and organizations work more effectively adapt to the changing environment and achieve individual and organizational goals (kindly, 1998). The participants were 174 undergraduate students from a Midwestern university. Participation in the study was voluntary and participants received extra credit points that could be applied to their course grade. So total 165 participants were taken for the analysis (men, and = 71; women, and = 94) with a mean age of 20.5 years (SD = 3.14). Hence, results from regression analysis indicated that mastery-approach goal orientation had a beneficial effect on training attitudes of men but not for women.

(Learner R., 2006) Training and development is a subsystem of an organization that emanate from two independent yet interdependent words training and development. Training is often interpreted as the activity when an expert and learner work together to effectively transfer information from the expert to the learner (to enhance a learner's knowledge, attitudes or skills) so the learner can better perform a current task or job. Training activity is both focused upon, and evaluated against, the job that an individual currently holds.

(Nadler Leonard, 2005) On the other hand, development is often viewed as a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance. This development often includes a wide variety of methods, e.g., orienting about a role, training in a wide variety of areas, ongoing training on the job, coaching, mentoring and forms of self-development.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1. RESEARCH METHODOLOGY Research in common refers to a search for knowledge. Research methodology is a way to systematically solve the research problem. It may be understood as science of studying how research is done scientifically.

The present chapter gives an overview of how the data was collected and analyzed. The current part also discusses how the samples were approached for the purpose of data collection. The empirical research mainly consists of data collected through structured questionnaire. The data was collected by adopting two different methods; first the data was collected through an interaction with Managing Heads or HR Managers and second was the questionnaire was mailed to the sample mentioned earlier. Major parts of the research methodology are problem statement, research design, sampling plan, questionnaire design, field work plan and analysis plan as per Rajendra Nargunkar. The study includes two main parts. One focuses on Training and development and second Employee performance. The present study is primary study of BPO firms of NOIDA and the data have been collected from 185 HR Managers/Managing Heads of the BPO firms. Structural Equation Modelling and other techniques have been used to analyze the linkages between Training and development and Employee performance of BPO industry of the selected organizations. In spite, most of the firms in the industry provide better Training and development program though it becomes difficult for them to directly know the effect of the same over firm performance in terms of HR outcome, Organizational or Financial outcome etc.

Research is the process of gathering and analysis of critical and relevant facts about any. It is a way to systematically solve the search problem. The research is the process of “defining and redefining problems formulating hypothesis or suggested solutions, collecting, organizing and evaluating data, making declarations and reaching conclusions and at last carefully testing to determine whether they fit the hypothesis” by Clifford Woody.

The researchers also need to understand the assumptions underlying the various techniques and procedures will be applicable to certain problems and others will

not. The advanced dictionary of current English lays down the meaning of research as “A careful investigation or enquiry especially through search for new facts in any branch of knowledge”.

Research is a process of steps used to collect and analysis information to increase our understanding of a topic or issue. At a general level, research consists of three steps:

- Pose a question.
- Collect data to answer the question.
- Present an answer to the question.

3.2. RESEARCH DESIGN:

The research design is an arrangement of data collection and analysis of data in a manner that basically aims to combine the relevance to the research purpose. It is generally referred as the blue print for collection, measurement, and analysis of data. For the present study, Descriptive Research Design was used wherein the sources of data was both primary and secondary.

3.3. SOURCES OF DATA:

Data can be defined as the quantitative or qualitative values of a variable. Data is plural of datum which literally means to give or something given. Data is thought to be the lowest unit of information from which other measurements and analysis can be done. Data can be numbers, images, words, figures, facts or ideas. Data in itself cannot be understood and to get information from the data one must interpret it into meaningful information. There are various methods of interpreting data. Data sources are broadly classified into primary and secondary data.

PRIMARY DATA

Primary data means original data that has been collected specially for the purpose in mind. It means someone collected the data from the original source first hand. Data collected this way is called primary data. Primary data has not been published yet and is more reliable, authentic and objective. Primary data has not been

changed or altered by human beings; therefore, its validity is greater than secondary data.

A detailed questionnaire was prepared and mailed to HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD of NOIDA. As the response rate of mailing the questionnaire through email is very less over other forms of collecting data, the questionnaire was personally administered on samples (via link) through google form survey.

SECONDARY DATA

Secondary data is the data that has been already collected by and readily available from other sources. When we use Statistical Method with Primary Data from another purpose for our purpose, we refer to it as Secondary Data. It means that one purpose's Primary Data is another purpose's Secondary Data. So that secondary data is data that is being reused. Such data are more quickly obtainable than the primary data. These secondary data may be obtained from many sources, including literature, industry surveys, compilations from computerized databases and information systems, and computerized or mathematical models of environmental processes.

3.4. STRUCTURE OF QUESTIONNAIRE:

To construct the questionnaire firstly, main areas of indicators were developed to measure the relationship between training and development with employee performance based on the research problems and objectives.

Primary data are the most important source for this study as it is given by the HR managers Managing heads of the BPO companies. The questionnaire was used to collect the primary data. So, preparation of questionnaire is one of the most important works for this study. Initially, a preliminary questionnaire was prepared based on expert opinion, views of few HR managers of BPO companies being interviewed. Literature has also been reviewed from previous similar studies. Pilot testing of this preliminary questionnaire was performed. After simplifying the language, final questionnaire was prepared for the study. This final questionnaire was in the English language. The questionnaire follows the specific format and each question with its objective is briefly discussed as under--- First two questions are introductory questions. The first serves the purpose whether the respondent being

surveyed is an HR manager-Managing head or not and second serve the purpose whether the respondent is experienced or not. In order to make sure the respondent is at least HR manager/Managing Head/Employee or above level, he needs to have a handsome amount of number or years of work experience. This question describes the years of work experience in terms of options like less than five years, between five to ten years, between eleven to fifteen years, between sixteen to twenty years and more than twenty years. The second part of the questionnaire consists of the statements containing training and development program, how often employees receive training from organization to improve performance and productivity. The statements included Impact or effectiveness of training and development on employee performance and on organizational productivity, know the Factor affecting the effectiveness of training and development, how organization achieve effectiveness of training and development, to know do T& D improve the job knowledge of employees and is it related to increasing the employees' performance, The third part consists of statements related to types of training and employees satisfaction from T&D program. The statements included were Employee and organizational related outcomes. The statements included Employee Performance, Employees thoughts regarding T&D program.

3.5. Sample size

A sample of 185 respondents was taken for the study. Sample size refers to the number of respondents selected from the geographical area to constitute sample.

3.6. PERIOD OF STUDY:

The period of study for conducting this research is three months.

3.7. AREA & TARGETED PEOPLE OF STUDY:

Geographical Area: NOIDA, UP

HR Managers/Managing Heads, Employee of Altruist Customer Management PVT LTD may be considered for the study.

3.8. RESEARCH THEROTICAL FRAMEWORK

General human capital theories support the tendency towards investment in training and development because such investment is considered very beneficial for the performance and productivity of employees, and performance of the organization as a whole. The research framework in this study is drawn graphically based on the grounds of literature review that the researcher has carried out. Here it is theorized that the independent variables, training and development had a positive effect on the dependent variable's performance and productivity of employees, and on performance of the organization as a whole. Figure (1) below shows the research framework of this study.

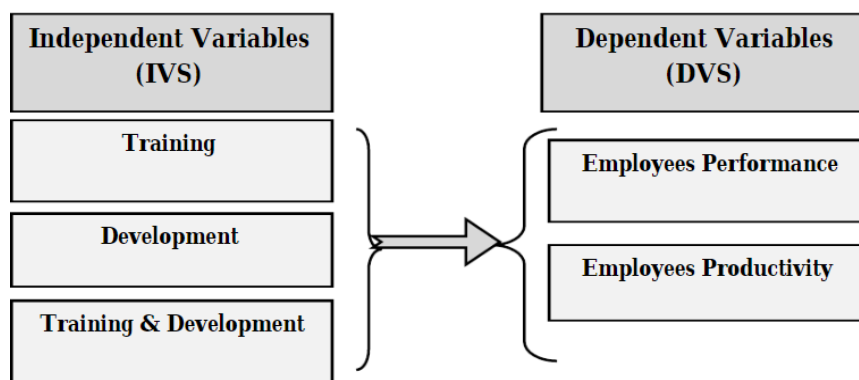


Figure (1): Research Theoretical Framework

3.9. RESEARCH TOOL

Since this is a survey type of research, the tool used was a structured questionnaire. The data was collected through electronic mail or via link (google form) from the respondents placed distantly whereas one to one approach was used to collect data from the respondents placed nearby. The research tool was framed after having detailed discussion with the respondents having personal contacts as well as subsequent reference given by the initially selected respondents. During the stage of framing the research tool, HR Managers as well as Managing Heads employee of Altruist Customer Management PVT LTD, academicians and experts were consulted to verify the validity of the content of the questionnaire, whose insight proved to be most useful in finalizing the research tool. The initial research tool had

three different performance variables of Training and development, employee Outcome, impact of Training and development programs.

3.10. HYPOTHESIS:

Hypothesis development is very important because acceptance and the rejection of hypothesis show the significance of the study. On the basis of literature review and the above theoretical frame work the hypotheses of this study are taken as follows:

Hypothesis Test question:

H1: TO study the relationship between receive training from your organization to improve performance and productivity and factor affecting the effectiveness of training and development.

H2: To study the relationship between two variables T & D effectiveness with type of training is provided by Altruist.

H3: To study the relationship between Impact of Training and Development on employee performance with job title.

3.11. TOOLS FOR ANALYSIS:

- ***Percentage analysis***

Research questions are always answered with a descriptive statistic: generally, either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

- ***HYPOTHESIS ANALYTICAL TOOLS(SPSS)***

SPSS is a widely used program for statistical analysis in social science. It is also used by market researchers, health researchers, survey companies, government, education researchers, marketing organizations, data miners, and others. The original SPSS manual (Nie, Bent & Hull, 1970) has been described as one of "sociology's most influential books" for allowing ordinary researchers to do their own

statistical analysis. In addition to statistical analysis, data management (case selection, file reshaping, creating derived data) and data documentation (a metadata dictionary is stored in the datafile) are features of the base software.

Tools used in this study for testing the Hypothesis (SPSS):

- **ANOVA (F - Test)**
- **Regression**
- **Correlation**

ANOVA:

An ANOVA test is a way to find out if survey or experiment results are significant. In other words, they help you to figure out if you need to reject the null hypothesis or accept the alternate hypothesis.

- when p value greater than .05 hence we reject the null hypothesis, and accept the alternative hypothesis.

“One-Way” or “Two-Way” ANOVA:

One-way has one independent variable (with 2 levels).

Two-way has two independent variables (it can have multiple levels)

In my research I am using ANOVA:ONE WAY to find the relationship between Impact of Training and Development on employee performance with job title.

REGRESSION:

Regression analysis is a quantitative research method which is used when the study involves modelling and analyzing several variables, where the relationship includes a dependent variable and one or more independent variables. In simple terms, regression analysis is a quantitative method used to test the nature of relationships between a dependent variable and one or more independent variables.

The basic form of regression models includes unknown parameters (β), independent variables (X), and the dependent variable (Y).

Regression model, basically, specifies the relation of dependent variable (Y) to a function combination of independent variables (X) and unknown parameters

$$Y \approx f(X, \beta)$$

Here Regression is used for to study the relationship between two variables (How to achieve T & D effectiveness) with type of training is provided by Altruist.

CORRELATION:

Correlation is used to test relationships between quantitative variables or categorical variables. In other words, it's a measure of how things are related. The study of how variables are correlated is called correlation analysis.

Correlations are useful because if you can find out what relationship variables have, you can make predictions about future behavior.

The Correlation Coefficient

A correlation coefficient is a way to put a value to the relationship. Correlation coefficients have a value of between -1 and 1. A "0" means there is no relationship between the variables at all, while -1 or 1 means that there is a perfect negative or positive correlation.

Here Correlation is used for to study TO study the relationship between receive training from organization to improve performance and productivity and factor affecting the effectiveness of training and development.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

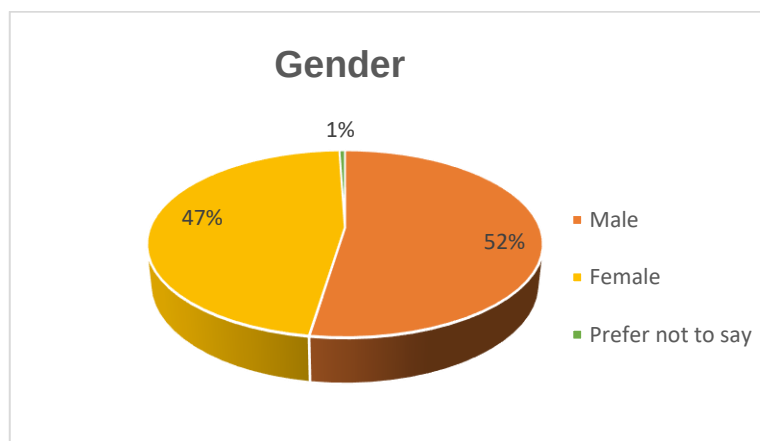
DISTRIBUTION OF RESPONDENTS BASED ON GENDER

Table: 4.1

Gender	Respondents	Percentage
Male	97	52
Female	87	47
Prefer not to say	1	1
Total	185	100

Source: Primary data

Chart 4.1: Gender



Interpretation

From the above table it is interpreted that the number of male respondents is 52.5 %, female respondent is 47 % and 1% prefer not to say.

Inference

Majority (50.5%) of the respondents are Male

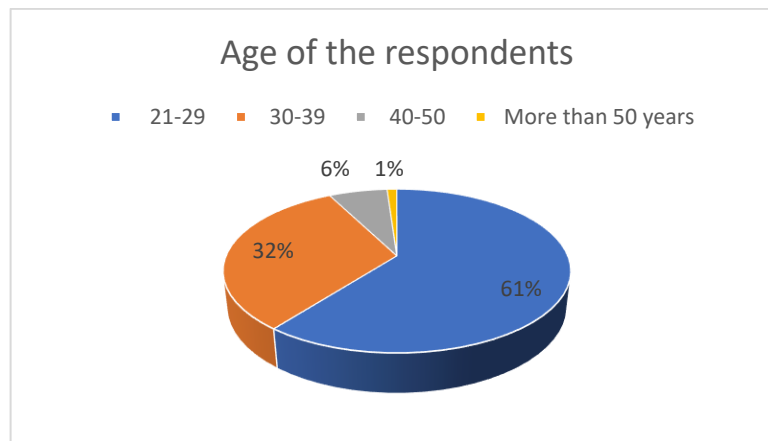
Table: 4.2

DISTRIBUTION OF RESPONDENTS BASED ON AGE

Age	No. of respondents	Percentage
21-29	112	61
30-39	59	32
40-50	12	6
More than 50 years	2	1
Total	185	100

Source: Primary data

Chart 4.1: Age of the respondents



Interpretation

The above table indicates that, 61% percent of the respondents belong to the age group of 21-29 years, 32% of the respondents belong to the age group of 30-39 years, 6% of the respondents belong to the age group of 40-50 years and 1% of the respondents belong to the age group of more than 50 years.

Inference

Majority (43%) of the respondents are age group of between 21-29 years

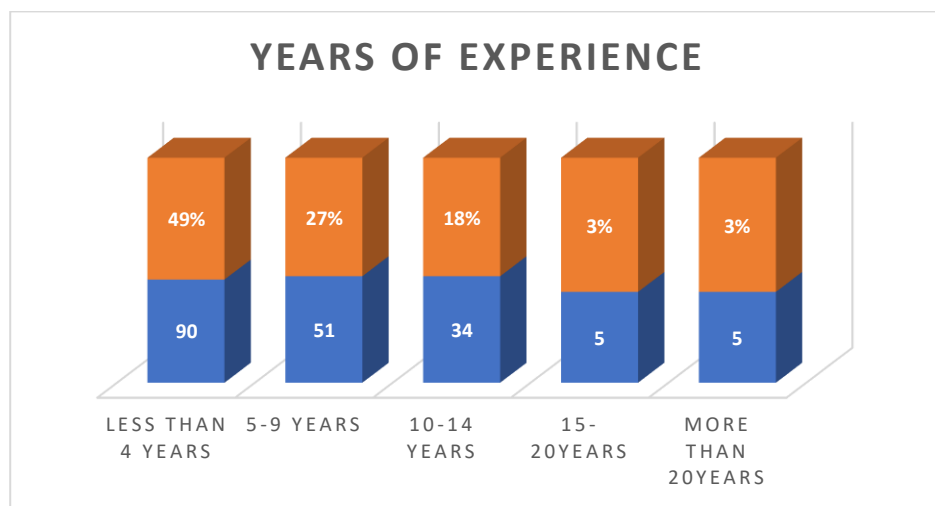
Table:4.3

Distribution of respondent based on years of work experience in Altruist Customer Management India Private Limited

Years of experience	Respondents	Percentage
Less than 4 years	90	49
5-9 years	51	27
10-14 years	34	18
15-20years	5	3
More than 20years	5	3
TOTAL	185	100

Source: Primary data

Chart 4.3: Year of experience of the respondents



Interpretation

From the above table it is interpreted that the 49% of the respondents having less than 4 years of experience, 27% of respondents having 5-9 years, 18% having 10-14 years, 3% having 15-20 years and 3% of respondents having more than 20 years of experience.

Inference

Majority (49%) of the respondents having less than 4 years of experience.

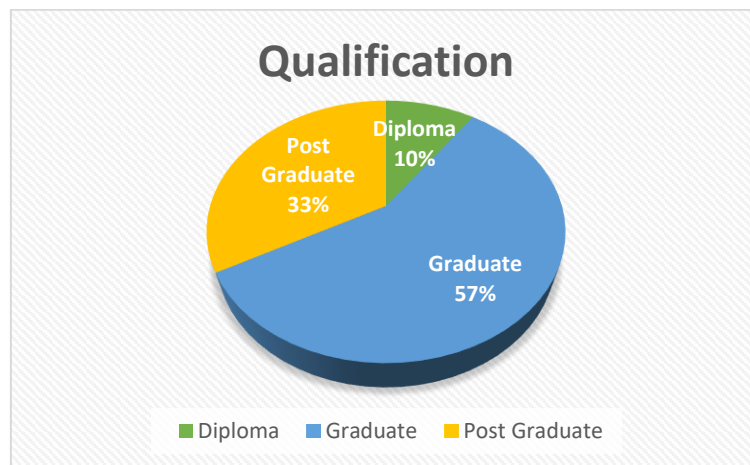
Table:4.4

Distribution of respondent based on educational qualification

Qualification	NO. of respondents	Percentage
Diploma	18	10
Graduate	106	57
Post Graduate	61	33
Total	185	100

Source: Primary data

Chart 4.4: Qualification of the respondents



Interpretation

From the above table it is interpreted that the 10% of the respondents belong to the Diploma, 57% of the respondents are Graduate and 33% of the respondents are Post Graduate.

Inference

Majority (57%) of the respondents are Graduate.

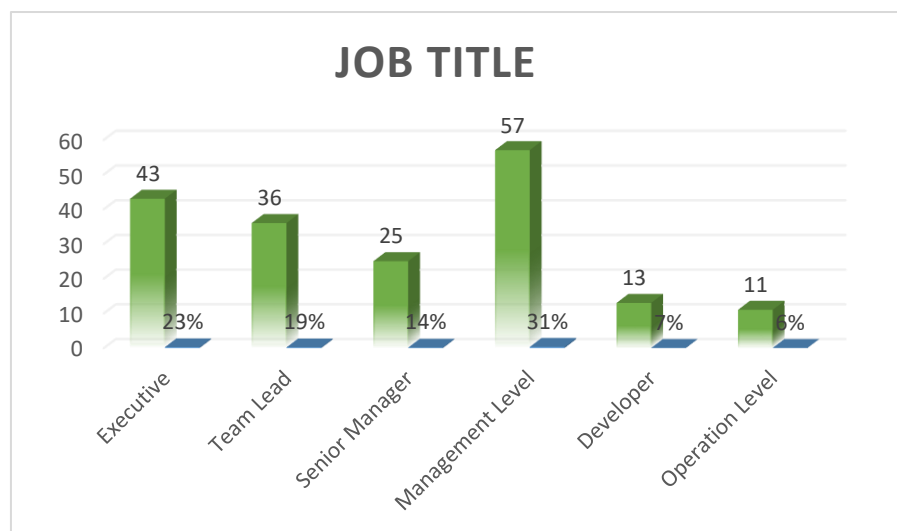
Table:4.5

Distribution of respondent based on current job title

Current job title	Respondents	Percentage
Executive	43	23
Team Lead	36	19
Senior Manager	25	14
Management Level	57	31
Developer	13	7
Operation Level	11	6
Total	185	100

Source: Primary data

Chart 4.1.5: Job Title of the respondents



Interpretation

From the above table it is interpreted that the 23% of respondents are Executive, 19% are belong to Team lead, 14% are Senior Manager, 31% are belong to Management level, 7% are Developer and 6% of respondents belong to the operational level.

Inference

Majority (31%) of the respondents are belong to Management level.

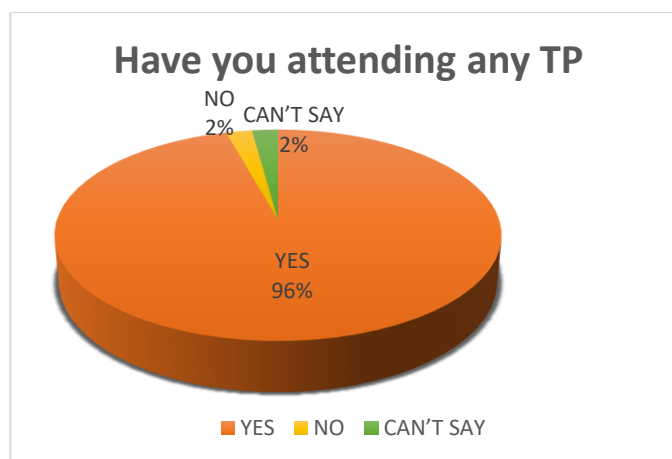
Table:4.6

Training programs attended by the respondents

OPTIONS	RESPONDENTS	PERCENTAGE
YES	177	96
NO	4	2
CAN'T SAY	4	2
TOTAL	185	100

Source: Primary data

Chart 4.6: Attending training programs



Interpretation:

From the above table it is interpreted that the 96% of respondents are attending training program, 2% are not and 2 % of respondents are belongs can't say.

Inference

Majority (96%) of the respondents are attending training program.

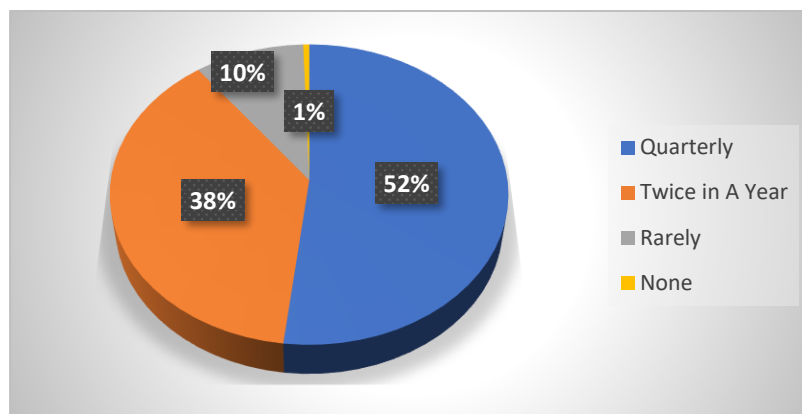
Table:4.7

Training received from an organization to improve performance and productivity

Options	NO. of respondents	Percentage
Quarterly	96	52
Twice in A Year	70	38
Rarely	18	9
None	1	1
Total	185	100

Source: Primary data

Chart 4.7: training received from an organization to improve performance and productivity



Interpretation:

From the above table it is interpreted that 52% of respondents receive quarterly training from organization, 38% are belongs to twice in a year, 10% are for rarely and 1% of respondents for none option.

Inference

Majority (52%) of the respondents are receive quarterly training from organization to improve performance and productivity

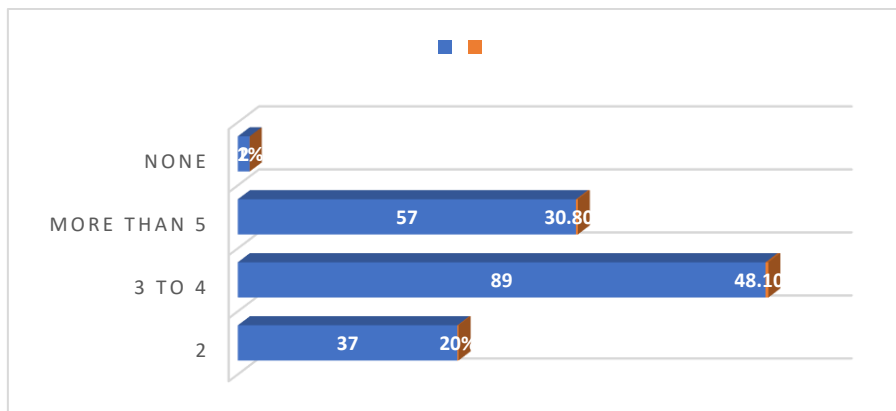
Table:4.8

Training sessions attended by respondents

Options	NO. of respondents	Percentage
2	37	20
3 - 4	89	48
More than 5	57	30
None	2	1
Total	185	100

Source: Primary data

Chart 4.8: Training sessions attended by respondents



Interpretation:

From the above table it is interpreted that 52% of respondents receive quarterly training from organization, 38% are belongs to twice in a year, 10% are for rarely and 1% of respondents for none option.

Inference

Majority (52%) of the respondents are receive quarterly training from organization to improve performance and productivity

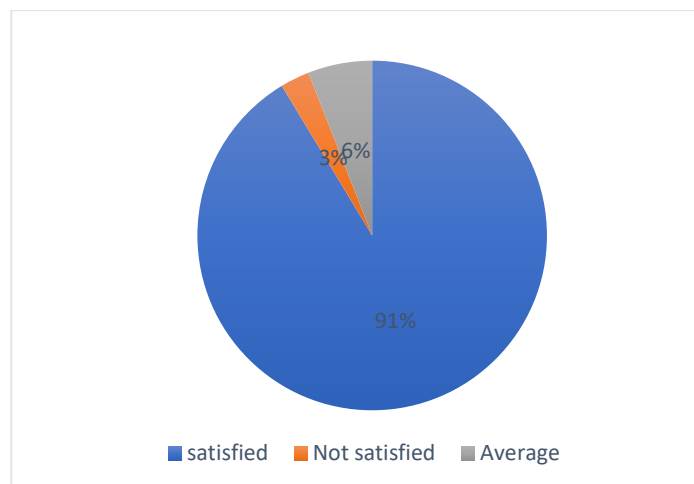
Table:4.9

Respondents' satisfaction with the information provided by the trainer.

Options	NO. of respondents	Percentage
satisfied	169	91
Not satisfied	5	3
Average	11	6
Total	185	100

Source: Primary data

Chart 4.8: Respondents satisfaction with the information provided by the trainer.



Interpretation:

From the above table it is interpreted that 91% of respondents are satisfied with the information provided by the trainer during the training session, 6% are average, and 3% are not satisfied with the information provided by the trainer during the training session.

Inference

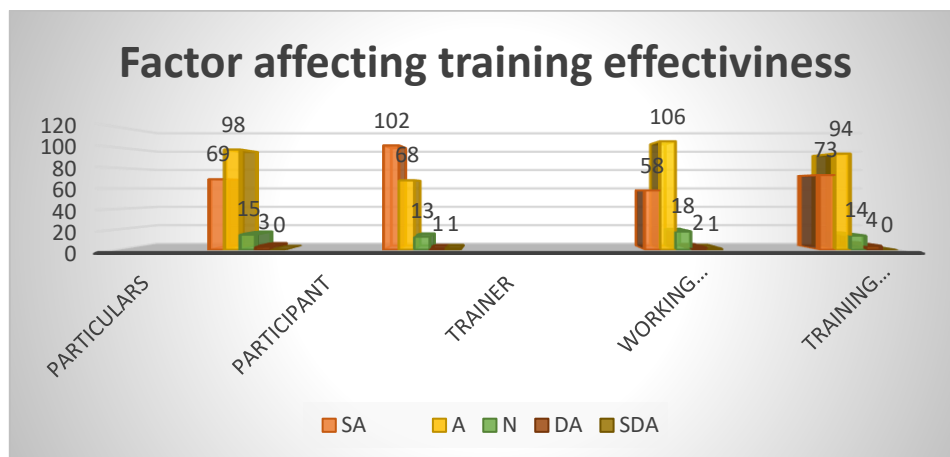
Majority (91%) of the respondents are satisfied with the information provided by the trainer during the training session.

Table:4.10

Factors affecting the effectiveness of training and development (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

Particulars	SA	%	A	%	N	%	DA	%	SDA	%
participant	69	37	98	53	15	9	3	2	0	0
Trainer	102	55	68	37	13	7	1	0.5	1	0.5
Working environment	58	31	106	57	18	10	2	1	1	0.5
Training material	73	39	94	51	14	8	4	2	0	0

Source: Primary data

Chart 4.10: Factors affecting the effectiveness of training and development

Interpretation:

From the above table it is interpreted that 37% of respondents are strongly agree, 53% are agreed, 8% are neutral and 2% are disagree for the participant is a factor affecting the effectiveness of training and development. 55% of respondents are strongly agree, 37% are agreed, 7% are neutral and 1% are disagree or strongly disagree for the Trainer is a factor affecting the effectiveness of training and development. 31% of respondents are strongly agree, 57% are agreed, 10% are neutral and 2% are disagree or strongly disagree for the Working environment is a factor affecting the effectiveness of training and development. 39% of respondents are strongly agree, 51% are agreed, 8% are neutral and 2% are disagree or strongly disagree for the Training material is a factor affecting the effectiveness of training and development.

Inference

Majority (57%) of the respondents are agreed for Working environment is a factor affecting the effectiveness of training and development.

Majority 55% of respondents are strongly agreed for the Trainer is a factor affecting the effectiveness of training and development.

Majority 53% are agreed for the participant is a factor affecting the effectiveness of training and development.

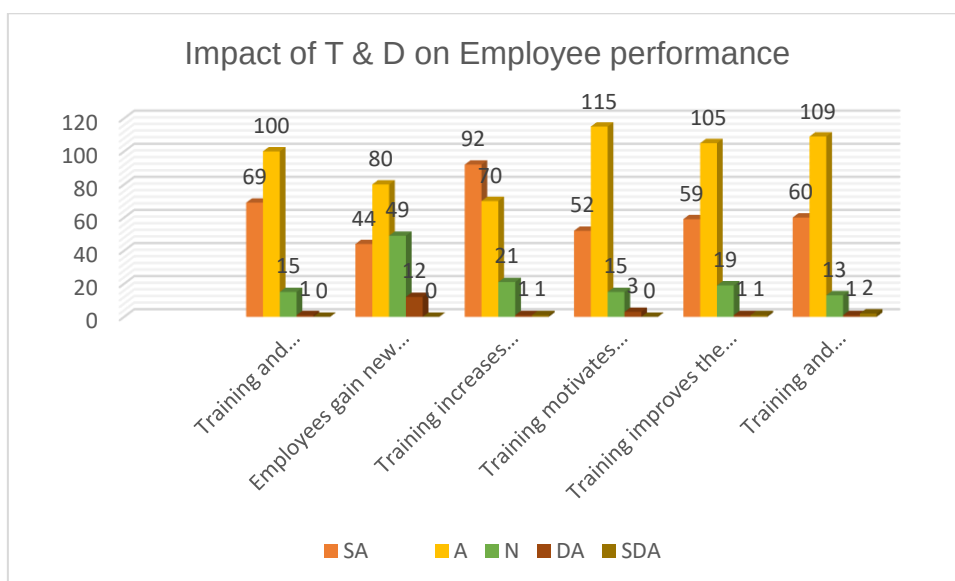
Majority 51% are agreed for the Training material is a factor affecting the effectiveness of training and development.

Table:4.11

Impact of Training and Development on employee performance (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

Options	SA	A	N	DA	SDA
Training and development programs improves the performance of employees and gives more job security.	69	100	15	1	0
Employees gain new knowledge after training	44	80	49	12	0
Training increases employee confidence when performing work related task after training	92	70	21	1	1
Training motivates employees to enhance their performance	52	115	15	3	0
Training improves the quality of products produced by the employees as a result of fewer mistakes	59	105	19	1	1
Training and development programme assists employees to meet organizational targets by effectively managing time	60	109	13	1	2

Source: Primary data

Chart 4.11: Impact of Training and Development on employee performance

Interpretation:

From the above table it is interpreted that 54% of respondents are agree and 1 % are disagree for T& D programs improves the performance of employees and gives more job security. 43% of respondents are agree and 6 % are disagree for Employees gain new knowledge after training. 50% of respondents are strongly agree and 1% of respondents are disagree for Training increases employee confidence when performing work related task after training. 62 % of respondents are agree and 2% of respondents are disagree for Training motivates employees to enhance their performance, 57% of respondents are agree and 1% of respondents are disagree for Training improves the quality of products produced by the employees as a result of fewer mistakes, 59% of respondents are agree and 1% of respondents are disagree for T & D programme assists employees to meet organizational targets by effectively managing time.

Inference

Majority (62%) of the respondents are agreed for Training motivates employees to enhance their performance.

Majority 59% of respondents are agreed for T & D programs assists employees to meet organizational targets by effectively managing time.

Majority 57% of respondents are agreed disagree for Training improves the quality of products produced by the employees as a result of fewer mistakes.

Majority 54% of respondents are agreed for T& D programs improves the performance of employees and gives more job security.

Majority 50% of respondents are strongly agreed for Training increases employee confidence when performing work related task after training.

Majority 43% of respondents are agreed for Employees gain new knowledge after training.

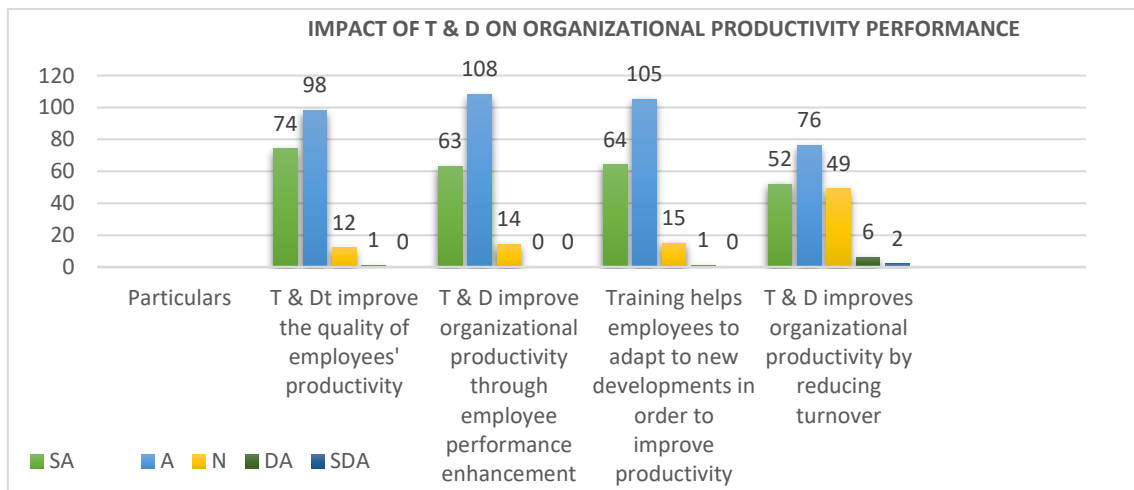
Table:4.12

Impact of training and development on organizational productivity performance
(SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

Particulars	SA	A	N	DA	SDA
Training and development improve the quality of employees' productivity	74	98	12	1	0
Training and development improve organizational productivity through employee performance enhancement	63	108	14	0	0
Training helps employees to adapt to new developments in order to improve productivity	64	105	15	1	0
T & D improves organizational productivity by reducing turnover	52	76	49	6	2

Source: Primary data

Chart 4.12: Impact of training and development on organizational productivity performance



Interpretation:

From the above table it is interpreted that 53% of respondents are agree and 1 % are disagree for T& D improve the quality of employees' productivity, 58% of respondents are agree and 8 % are neutral for T& D improve organizational productivity through employee performance enhancement, 56% of respondents are agree and 1 % are disagree for Training helps employees to adapt to new developments in order to improve productivity or 41% of respondents are agree and 1 % are disagree for T& D improves organizational productivity by reducing turnover.

Inference

Majority (58%) of the respondents are agreed for T& D improve organizational productivity through employee performance enhancement.

Majority 56% of respondents are agreed Training helps employees to adapt to new developments in order to improve productivity.

Majority 53% of respondents are agreed T& D improve the quality of employees' productivity.

Majority 41% of respondents are agreed for T& D improves organizational productivity by reducing turnover.

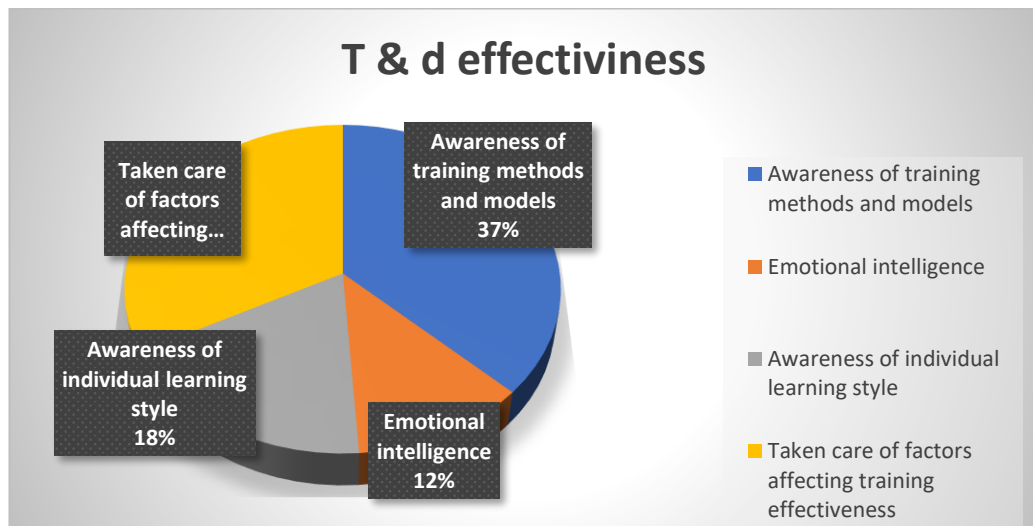
TABLE: 4.13

Respondents achieved training and development effectiveness

OPTIONS	RESPONDENTS	PERCENTAGE
Awareness of training methods and models	68	37
Emotional intelligence	22	12
Awareness of individual learning style	34	18
Taken care of factors affecting training effectiveness	60	33
TOTAL	185	100

Source: Primary data

Chart 4.13: Respondents achieved training and development effectiveness



Interpretation:

From the above table it is interpreted that 37% of respondents belongs to Awareness of training methods and models, 33% are belongs to Taken care of factors affecting training effectiveness, 18 % of respondents belongs to Awareness of individual learning style and 12% of respondents belongs to Emotional intelligence option.

Inference

Majority (37%) of the respondents are thinking that Awareness of training methods and models is help to achieve training and development effectiveness.

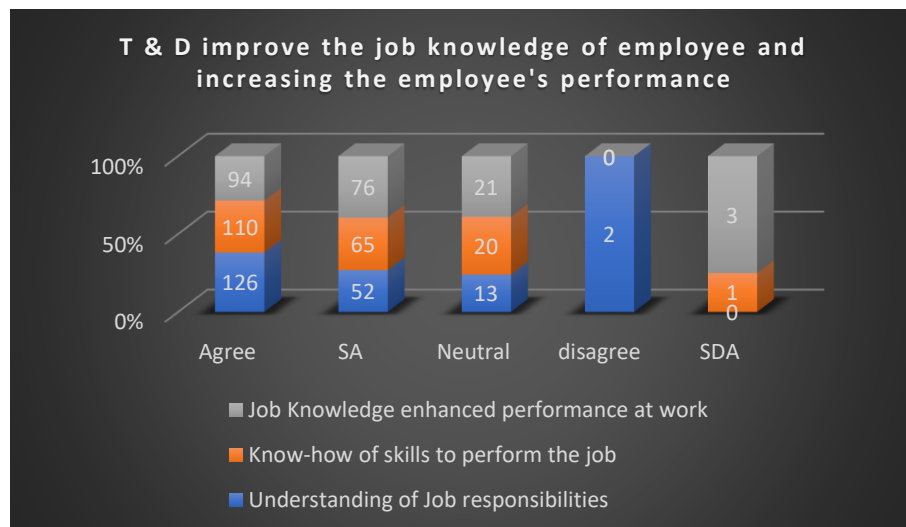
TABLE: 4.14

T & D improve the job knowledge of employees and is it related to increasing the employees' performance

Options	Agree	SA	Neutral	disagree	SDA
Understanding of Job responsibilities	126	52	13	2	0
Know-how of skills to perform the job	110	65	20	0	1
Job Knowledge enhanced performance at work	94	76	21	0	3

Source: Primary data

Chart: 4.14 T & D improve the job knowledge of employees and is it related to increasing the employees' performance



Interpretation:

From the above table it is interpreted that 67% of respondent are agree and 1 % are disagree for Understanding of Job responsibilities, 59% of respondent are agree and 1 % are strongly disagree for Know-how of skills to perform the job and 50% of respondent are agree and 2 % are strongly disagree for Job Knowledge enhanced performance at work.

Inference

Majority (67%) of the respondents are thinking that training and development improve the job knowledge of employees (for Understanding of Job responsibilities) which is related to increasing the employees' performance.

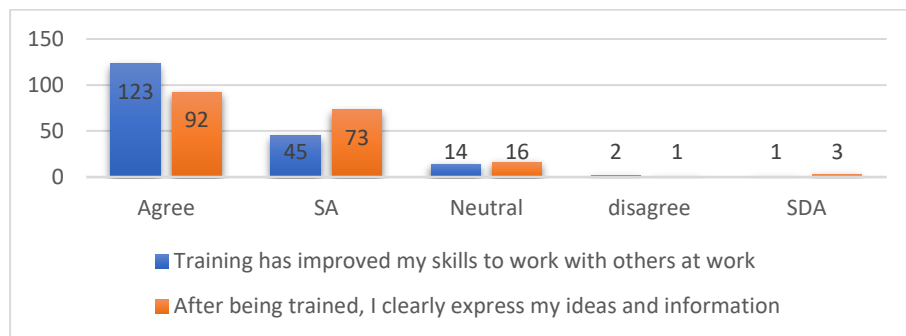
Table: 4.15

Improvement of the functional skills through T & D for sake of enhancing performance (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

Options	Agree	SA	Neutral	disagree	SD
Training has improved my skills to work with others at work	123	45	14	2	1
After being trained, I clearly express my ideas and information	92	73	16	1	3

Source: Primary data

Chart: 4.15 Improvement of the functional skills through T & D for sake of enhancing performance.



Interpretation:

From the above table it is interpreted that 79% of respondents are agree or 2% are disagree for Training has improved my skills to work with others at work and 59% of respondents are agree or 2% are strongly disagree for After being trained, I clearly express my ideas and information.

Inference:

Majority (79%) of the respondents are agree for Training has improved their skills to work with others at work.

Majority (59%) of the respondents are agree for After being trained, they clearly express their ideas and information.

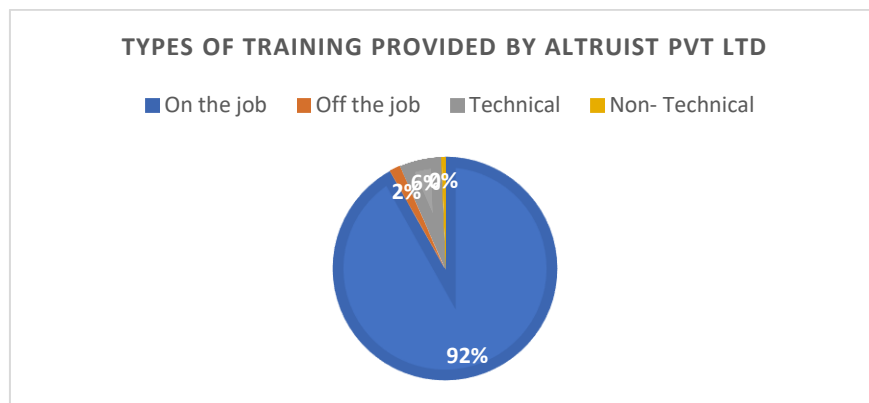
Table:4.16

Types of training is provided by Altruist customer management India PVT LTD to its employees

Option	No. of respondents	Percentage
On the job	170	92
Off the job	3	2
Technical	11	6
Non- Technical	1	0.5
Total	185	100

Source: Primary data

Chart:4.16: type of training is provided by Altruist customer management India PVT LTD to its employees



Interpretation:

From the above table it is interpreted that 92% of respondents getting on the job training, 6% of respondents getting technical training and 2% are belong to off the job training.

Inference:

Majority (92%) of the respondents are getting on the job training in Altruist customer management India PVT LTD.

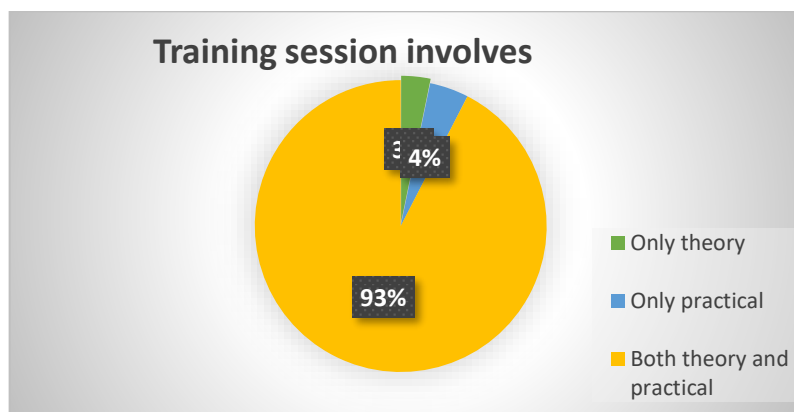
Table:4.17

Training session involves

Option	No. of respondents	Percentage
Only theory	6	3
Only practical	8	4
Both theory and practical	171	93
Total	185	100

Source: Primary data

Chart:4.17 Training session involves



Interpretation:

From the above table it is interpreted that 93% of respondents are getting Both theory and practical training session, 4% of respondents are belongs to only practical and 3% are belongs to training involves only theory session.

Inference:

Majority (93%) of the respondents are responses for training session involve Both theory and practical.

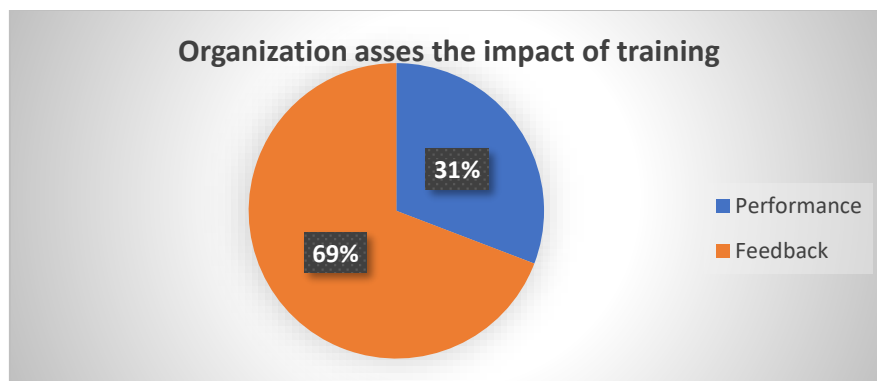
Table:4.18

Organization assess the impact of training

Option	No. of respondents	Percentage
Performance	57	31
Feedback	128	69
Total	185	100

Source: Primary data

Chart:14.18 Organization assess the impact of training



Interpretation:

From the above table it is interpreted that 69% of respondents are responses for the organization assess the impact of training by Feedback and 31% of respondents are responses for the organization assess the impact of training by Performance.

Inference:

Majority (69%) of the respondents are responses for the organization assess the impact of training by Feedback.

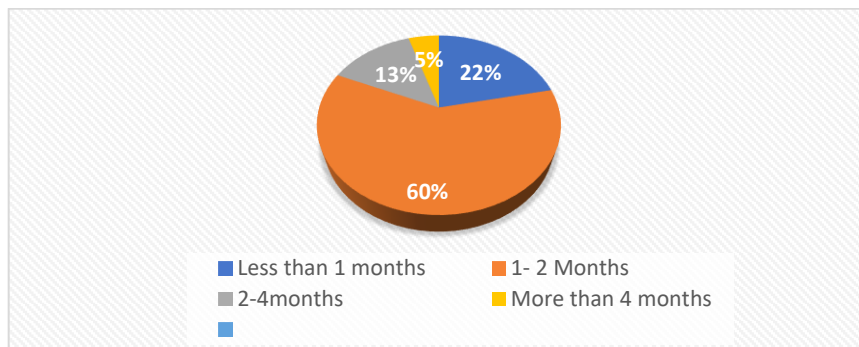
Table:4.19

Time taken for implementation of trained process

Options	NO. of respondents	Percentage
Less than 1 months	40	22
1- 2 Months	111	60
2-4months	25	13
More than 4 months	9	5
Total	185	100

Source: Primary data

Chart 4.19: Time taken for implementation of trained process



Interpretation:

From the above table it is interpreted that 60% of respondents are thinking that 1- 2 month will take to implement the trained process, 22% of respondents are responses for the less than 1month, 13% of respondents are responses for the 2- 4 month and 5% of respondents are responses for the more than 4 months it will take to implement the trained process.

Inference:

Majority (60%) of the respondents are responses thinking that 1- 2 month will take to implement the trained process.

Table:4.20

Respondents satisfied with the effectiveness of training program

Options	NO. of respondents	Percentage
Satisfied	167	90
Not satisfied	5%	3
Average	13	7
Total	185	100

Source: Primary data

Chart 4.20: Respondents satisfied with the effectiveness of training program



Interpretation:

From the above table it is interpreted that 90% of respondents are satisfied with the effectiveness of training program, 7% of respondents are average not satisfied and 3% of respondents are not satisfied with the effectiveness of training program.

Inference:

Majority (90%) of the respondents are satisfied with the effectiveness of training program.

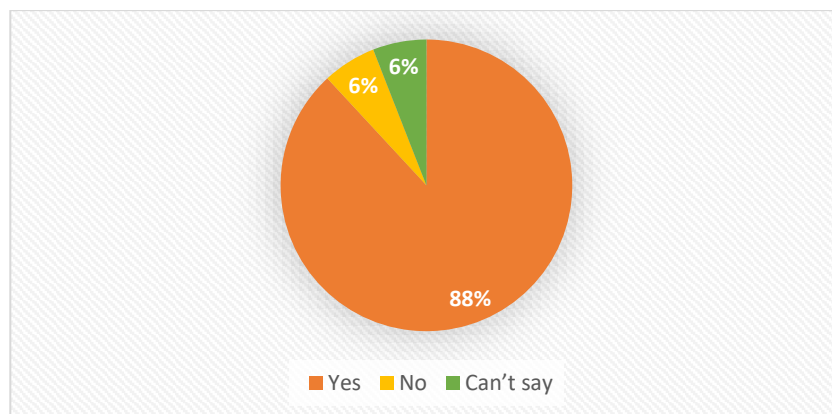
Table:4.21

Organization's provided trainings are enough for to achieve respondents' performance objectives.

Options	NO. of respondents	Percentage
Yes	163	88
No	11	6
Can't say	11	6
Total	185	100

Source: Primary data

Chart 4.21: organization's provided trainings are enough for you to achieve respondents' performance objectives.



Interpretation:

From the above table it is interpreted that 90% of respondents are satisfied with the effectiveness of training program, 7% of respondents are average not satisfied and 3% of respondents are not satisfied with the effectiveness of training program.

Inference:

Majority (90%) of the respondents are satisfied with the effectiveness of training program.

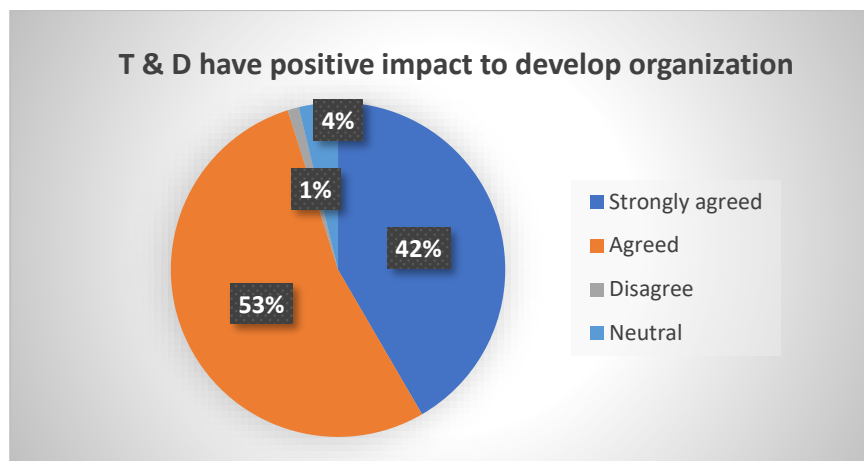
Table:4.22

Training and development program has positive impact to develop organization

Options	NO. of respondents	Percentage
Strongly agreed	77	42
Agreed	99	53
Disagree	2	1
Strongly Disagree	0	0
Neutral	7	4
Total	185	100

Source: Primary data

Chart 4.22: Training and development program has positive impact to develop organization.



Interpretation:

From the above table it is interpreted that 90% of respondents are satisfied with the effectiveness of training program, 7% of respondents are average not satisfied and 3% of respondents are not satisfied with the effectiveness of training program.

Inference:

Majority (90%) of the respondents are satisfied with the effectiveness of training program.

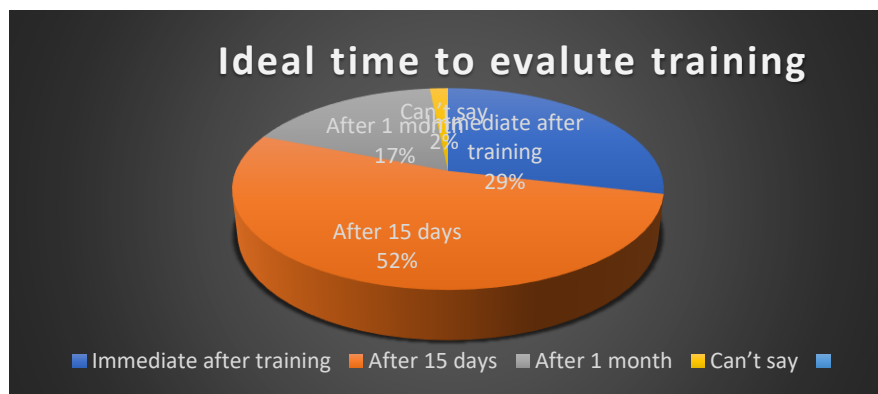
Table:4.23

The ideal time to evaluate training

Options	NO. of respondents	Percentage
Immediate after training	53	29
After 15 days	97	52
After 1 month	32	17
Can't say	3	2
Total	185	100

Source: Primary data

Chart 4.18: Ideal time to evaluate training



Interpretation:

From the above table it is interpreted that 90% of respondents are satisfied with the effectiveness of training program, 7% of respondents are average not satisfied and 3% of respondents are not satisfied with the effectiveness of training program.

Inference:

Majority (90%) of the respondents are satisfied with the effectiveness of training program.

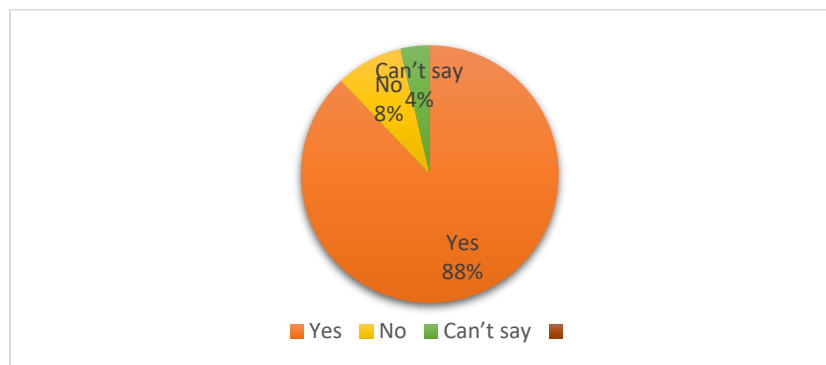
Table:4.24

Employee training is considered as a crucial factor for improving individuals and organizational performance.

Options	NO. of respondents	Percentage
Yes	167	88
No	16	8
Can't say	7	4
Total	185	100

Source: Primary data

Chart 4.24: Employee training is considered as a crucial factor for improving individuals and organizational performance



Interpretation:

From the above table it is interpreted that 90% of respondents are satisfied with the effectiveness of training program, 7% of respondents are average not satisfied and 3% of respondents are not satisfied with the effectiveness of training program.

Inference:

Majority (90%) of the respondents are satisfied with the effectiveness of training program.

4.2. STATISTICAL ANALYSIS

ONE WAY ANOVA TEST

H1: To study the relationship between Impact of Training and Development on employee performance with job title.

Anova: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
Training and Development	6	376	62.66667	276.6667		
	6	579	96.5	311.5		
	6	132	22	183.6		
	6	19	3.166667	19.36667		
	6	4	0.666667	0.666667		
job title	6	185	30.83333	320.9667		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	41523.14	5	8304.628	44.77827	5.048268	2.533555
Within Groups	5563.833	30	185.4611			
Total	47086.97	35				

Hence p (0.08437) value greater than .05 hence we accept the null hypothesis, and reject the alternative hypothesis. there is significant relationship b/w two variable.

Correlation Analysis:

H2: To study the relationship between Impact of Training and Development on employee performance with job title

69		100		15		1		0		43	
Mean	61.4	Mean	95.8	Mean	23.4	Mean	3.6	Mean	0.8	Mean	28.4
Standard Error	8.170679286	Standard Error	8.782938005	Standard Error	6.554388	Standard Error	2.135416	Standard Error	0.37417	Standard Error	8.447484833
Median	59	Median	105	Median	19	Median	1	Median	1	Median	25
Mode	#N/A	Mode	#N/A	Mode	#N/A	Mode	1	Mode	0	Mode	#N/A
Standard Deviation	18.27019431	Standard Deviation	19.63924642	Standard Deviation	14.65606	Standard Deviation	4.774935	Standard Deviation	0.83666	Standard Deviation	18.88915032
Sample Variance	333.8	Sample Variance	385.7	Sample Variance	214.8	Sample Variance	22.8	Sample Variance	0.7	Sample Variance	356.8
Kurtosis	2.952441178	Kurtosis	-2.29622204	Kurtosis	4.098811	Kurtosis	4.301708	Kurtosis	-0.6122	Kurtosis	0.05574118
Skewness	1.539798327	Skewness	-0.60294205	Skewness	1.980102	Skewness	2.065795	Skewness	0.51224	Skewness	0.919498946
Range	48	Range	45	Range	36	Range	11	Range	2	Range	46
Minimum	44	Minimum	70	Minimum	13	Minimum	1	Minimum	0	Minimum	11
Maximum	92	Maximum	115	Maximum	49	Maximum	12	Maximum	2	Maximum	57
Sum	307	Sum	479	Sum	117	Sum	18	Sum	4	Sum	142
Count	5	Count	5	Count	5	Count	5	Count	5	Count	5
	Training and Development					job title					
Training and	1										

Develo pment												
	- 0.4830 24085	1										
	- 0.4152 99197	- 0.5946 12771	1									
	- 0.6193 15281	- 0.3720 84328	0.9491 88907	1								
	0.2994 37223	0.0971 5041	- 0.3977 0584	- 0.4823 92203	1							
job title	- 0.3323 85727	0.3965 42778	- 0.1090 9892	0.1792 04307	- 0.85 708	1						
ANOV A												
Source of Variati on	SS	df	MS	F	P- valu e	F crit						
Between Groups	41523.13889	5	8304.627778	44.77827038	5.048268	2.533554548						
Within Groups	5563.833333	30	185.4611111									
Total	47086.97222	35										

Inference

Pearson correlation was applied on the data to study the relationship between Impact of Training and Development on employee performance with job title. Pearson correlation for the Employee Performance ($r = -0.48$) with job title shows a positive relationship.

The results indicate that all the variables are statistically significant at ($p > .05$). The p value we get ($p = 5.048$).

A negative r value indicates that as one variable increases the other variable decreases, and an r of -1 indicates that knowing the value of one variable allows perfect prediction of the other. Hence the p (5.048) value is greater than $.05$; hence we reject the null hypothesis and accept the alternative hypothesis.

Regression Test

H3: To study the relationship between two variables (How to achieve T & D effectiveness) with type of training is provided by Altruist.

SUMMARY OUTPUT								
Regression Statistics								
Multiple R	0.6630634							
R Square	0.439653							
Adjusted R Square	0.1594795							
Standard Error	19.805123							
Observations	4							
ANOVA								
	df	SS	MS	F	Significance F			
Regression	1	615.5142309	615.5142	1.569217	0.336936638			
Residual	2	784.4857691	392.2429					
Total	3	1400						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	37.980977	11.79150489	3.221046	0.084366	12.75377413	88.71573	12.75377413	88.71572727
Types of training provided by Altruist	0.1733843	0.138410244	1.252684	0.336937	0.422146922	0.768916	0.422146922	0.768915503

Inference

Hence p (0.08437) value greater than .05 hence we accept the null hypothesis, and reject the alternative hypothesis. there are no relationship b/w two variables (How to achieve Training & Development effectiveness and Types of training provided by Altruist) $r=0.66307$ which is greater than 0.1 which show positive correlation b/w variable.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- Majority (50.5%) of the respondents are Male
- Majority (43%) of the respondents are age group of between 21-29 years
- Majority (49%) of the respondents having less than 4 years of experience.
- Majority (57%) of the respondents are Graduate.
- Majority (31%) of the respondents are belong to Management level.
- Majority (96%) of the respondents are attending training program.
- Majority (52%) of the respondents are receive quarterly training from organization to improve performance and productivity
- Majority (91%) of the respondents are satisfied with the information provided by the trainer during the training session.
- Majority (57%) of the respondents are agreed for Working environment is a factor affecting the effectiveness of training and development.
- Majority 55% of respondents are strongly agreed for the Trainer is a factor affecting the effectiveness of training and development.
- Majority 53% are agreed for the participant is a factor affecting the effectiveness of training and development.
- Majority 51% are agreed for the Training material is a factor affecting the effectiveness of training and development.
- Majority (62%) of the respondents are agreed for Training motivates employees to enhance their performance.
- Majority 59% of respondents are agreed for T & D programs assists employees to meet organizational targets by effectively managing time.
- Majority 57% of respondents are agreed disagree for Training improves the quality of products produced by the employees as a result of fewer mistakes.
- Majority 54% of respondents are agreed for T& D programs improves the performance of employees and gives more job security.
- Majority 50% of respondents are strongly agreed for Training increases employee confidence when performing work related task after training.

- Majority 43% of respondents are agreed for Employees gain new knowledge after training.
- Majority (58%) of the respondents are agreed for T& D improve organizational productivity through employee performance enhancement.
- Majority 56% of respondents are agreed Training helps employees to adapt to new developments in order to improve productivity.
- Majority 53% of respondents are agreed T& D improve the quality of employees' productivity.
- Majority 41% of respondents are agreed for T& D improves organizational productivity by reducing turnover.
- Majority (37%) of the respondents are thinking that Awareness of training methods and models is help to achieve training and development effectiveness.
- Majority (67%) of the respondents are thinking that training and development improve the job knowledge of employees (for Understanding of Job responsibilities) which is related to increasing the employees' performance
- Majority (79%) of the respondents are agree for Training has improved their skills to work with others at work.
- Majority (59%) of the respondents are agree for After being trained, they clearly express their ideas and information.
- Majority (92%) of the respondents are getting on the job training in Altruist customer management India PVT LTD.
- Majority (93%) of the respondents are responses for training session involve Both theory and practical.
- Majority (69%) of the respondents are responses for the organization assess the impact of training by Feedback.
- Majority (60%) of the respondents are responses thinking that 1- 2 month will take to implement the trained process.
- Majority (90%) of the respondents are satisfied with the effectiveness of training program.

5.2 SUGGESTIONS & RECOMMENDATIONS

In this study I have come to the realization of the importance of the role of training and to achieve the benefits of training initiative in Altruist PVT Limited company. The research shows that there is strong impact of training and development on employee performance. All Employees of the organizations find their training and development beneficial for their performance.

- Management should also take into consideration the training need of each worker and act as appropriate.
- The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.
- The employer should provide improved working conditions so that they become conducive to the transfer of learning. They should also provide sufficient resources for training so as to improve the training programs provided.
- The employer should design strategies pertains to training and development of employees in their organization and before carrying out the training programs. These strategic approaches should be adopted to ensure that training programs are consistent with the overall objectives of the organizations.
- As per study I found that organization should provide on the job training method, for more impact of T & D effectiveness on employee's performance and organizational productivity.
- Employees should comprehend the significance of training and development programs to enhance their professional skills and ability.
- Employees should participate actively and enthusiastically in training and development activities to strengthen their skills and knowledge
- **Identification of training needs:** Training need is a condition where there is a gap between "what is" and "what should be" in terms of incumbents' knowledge, skills, attitudes, and behavior for a particular situation at one point in time. This gap is called "a problem," which usually occurs when a difference exists between "desired performance" and "actual performance." The needs identification process assists trainers in making sure that they have matched a training program to a training problem.

- **Analyzing organizations training needs:** Training needs and organizational objectives should be parallel to each other. The results of these analyses are then compared with the objectives of the organization. These comparisons point to specific areas in which training is needed. Review already existing training methods: Reviewing should include elements like: convenience content, delivery style and depth of information.

5.3. LIMITATIONS OF STUDY

- Research context was limited to Altruist Customer Management India Private Limited sector of NOIDA UP, while the future research can be extended to different sectors of different cities to get more significant results. Small number of respondents has been chosen for this study so a similar study should be conducted by increasing a sample size.
- The measurement of study variables and their effect on performance and productivity is all based on respondents' perceptions and attitudes while filling the questionnaires. Thus, elements of errors and bias might exist in the data set.
- Some of the respondents did not seem keen to participate in the survey.
- Covid-19 requires respondents to complete the survey via mail or Google form, so personal interviews cannot be conducted with employees as the results are gathered via survey which isn't truly accurate.

5.4. CONCLUSION

Findings of this study and supporting findings from large number of reviewed research papers reveal that in Altruist Customer Management India Private Limited training and development has positive relationship and strong positive impact on employee's performance and productivity. Respondents across studied companies showed high agreement on the statement that the use of different methods of training and developments is beneficial not only to them but also for the organization as well. Benefits are obvious if training programs and development plans are devised which fit the trainees, the job description, the managers and supervisors and their different levels of education and background appropriately and go in line with companies' goals and objectives. Therefore, investing in training and development is imperative for any organization, which will certainly realize returns

on its investment in training and developing its workers. Return forms include: long-term increase in productivity and to an increase in quality as a result of potentially fewer mistakes. Moreover, effective development programs allow for the organization to maintain a workforce that can adequately replace employees who may leave the company or who are moved to other areas. On the individual level employees are encouraged to carry out self-assessment, where they are expected to identify their opportunities and needs for improvement.

Furthermore, findings revealed that on-the-job training is very effective and it also saves time and cost. Training and development, on the job training, training design and delivery style have significant effect on both employee's performance and productivity and all these have positively affected companies' performance by increasing it. It was evident from respondents replies that participation and cooperation between managers and employees is necessary to produce maximum impact reflected in the form of increased performance.

According to the training program employees to take new roles in the organization with the help of training program employees will increase their productivity. After this Training program, they are doing their job more confidently. Once training program implementing properly, we can manage the Development activities in any organization smoothly. For every organization, employee development Training and Development activities are key role.

As per study Altruist customer management India PVT LTD achieve training and development effectiveness by taken care of factors affecting training effectiveness and awareness of training methods and models. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

On study we also find that there is positive impact of T&D on employee performance Such as T&D programs assists employees to meet organizational targets by effectively managing time or improves the performance of employees and gives more job security.

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Appendix 1:

Questionnaire:

I am shabya Singh, pursuing MBA degree under the guidance of Dr. M. JOHN BRITO Sir, School of Management, SATHYABAMA University. A Study on The Impact of Training and Development Programs with Reference TO Altruist Technology Pvt Limited. My humble request you to spare few minutes to fill the questionnaire as a part of research study. Feel free to answer the information provided by you will be kept confidential and will be used only for academic research purpose.

1. Gender

- a. Male
- b. Female
- c. Prefer not to say

2. Age (years):185 responses

- a. 21-29
- b. 30-39
- c. 40-50
- d. More than 50 years

3. Completed Years of Work Experience in Altruist Customer Management India Private Limited.

Less than 4 Years

5-9Years

10-14years

15-20 years

More than 20 years

4. Highest Educational Qualification

Diploma

Graduate

Post Graduate

5. Please select your current job title

Executive

Team Lead

Senior Manager

Management Level

Developer

Operation Level

6. Have you attended any training programs?

Yes

No

Cannot say

7. How often do you receive training from your organization to improve performance and productivity?

Quarterly

Twice in A Year

Rarely

None

8. How many training sessions have you attended?

2

3 - 4

More than 5

None

9. Are you satisfied with the information provided by the trainer during the training session?

Satisfied

Not satisfied

Average

10. Factors affecting the effectiveness of training and development (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

SA Agree Neutral disagree SD

participant

Trainer

Working

environment

Training material

11. Impact of Training and Development on employee performance (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree) SA Agree

Neutral disagree SD

- a. Training and development programs improves the performance of employees and gives more job security
- b. Employees gain new knowledge after training
- c. Training increases employee confidence when performing work related task after training
- d. Training motivates employees to enhance their performance
- e. Training improves the quality of products produced by the employees as a result of fewer mistakes
- f. Training and development program assists employees to meet organizational targets by effectively managing time

12.Impact of training and development on organizational productivity performance (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

- a. Training and development improve the quality of employees' productivity
- b. Training and development improve organizational productivity through employee performance enhancement
- c. Training helps employees to adapt to new developments in order to improve productivity
- d. Training improves organizational productivity by reducing turnover

13.How to achieve training and development effectiveness?

- a. Awareness of training methods and models
- b. Emotional intelligence
- c. Awareness of individual learning style
- d. Taken care of factors affecting training effectiveness

14.Please (✓) to indicate the extent to which you agree with below...Do T & D improve the job knowledge of employees and is it related to increasing the employees' performance? Agree, Strongly, agree, Neutral, Disagree, Strongly disagree

- a. Understanding of Job responsibilities
- b. Know-how of skills to perform the job SA Agree Neutral Disagree SD

15 .Is there any improvement of the functional skills through T & D for sake of enhancing performance? (SA stands for Strongly agree, A: agree, N: Neutral, D: disagree, SD: Strongly disagree)

- a. Training has improved my skills to work with others at work

b. After being trained, I clearly express my ideas and information

16.Which type of training is provided by Altruist customer management India PVT LTD to its employees?

- a. On the job
- b. Off the job
- c. Technical
- d. non-technical

17.Will the training session involve only theory concepts or even practical?185 responses

- a. Only theory
- b. Only practical
- c. Both theory and practical

18.How does the organization assess the impact of training?

- a. Performance
- b. Feed back

19.How long will it take to implement the trained process?

- A. Less than 1 months
- c. 1- 2 Months
- d. 2-4months
- e. More than 4 months

20.Are you satisfied with the effectiveness of training program?

Satisfied

Not Satisfied

Average

21.Do you think your organization's provided trainings are enough for you to achieve your performance objectives?

Yes

No

can't say

22.Do you think the training and development program has positive impact to develop

organization?

Strongly agreed

Agreed

Disagree

Strongly Disagree

Neutral

23.What should be the ideal time to evaluate training?

Immediate after training

After 15 days

After 1 month

Can't say

24.Employee training is considered as a crucial factor for improving individuals and organizational performance.

Yes, No, can't say