

**FIELD PROJECT REPORT**

On

**“STUDY OF EFFECTIVENESS OF TRAINING  
PROGRAM IN LIDO LEARNING”**

*for the partial fulfilment for the award  
of  
Master of Business Administration*

**Submitted By:**

**SHUBHAM MISHRA**

**Enrol. No.: 18032020087**

**MBA 2018-2020**

**Under the Supervision of:**

**Dr. Bhawana Rawat**



**GALGOTIAS UNIVERSITY,  
PLOT NO. 2, YAMUNA EXPRESSWAY  
SECTOR 17A, GREATER NOIDA,  
UTTAR PRADESH 203201**

## **ACKNOWLEDGEMENT**

All praise to the almighty with whose auspicious blessings I have been able to accomplish my research project report successfully. Equal credit goes to my parents and teachers who made me what I am today by their hard labour, devotion, support & prayer.

My special thanks to my parents for generic cooperation coordination and valuable support.

I pay my gratitude towards my other faculty members. I must not forget to render my deep feelings of gratitude and thanks to all the respondents whom I visited during the survey for valuable information, co-operation, advice and suggestion to make this endeavour a great success.

I am grateful to my guide Dr. Bhawana Rawat for her efforts during my project work. My sincere thanks to all other who were associated with the project directly or indirectly for providing me the excellent guidance during the project.

## **DECLARATION**

I, SHUBHAM MISHRA, Roll No - 18GSFC2020025 student of School of finance and commerce, hereby declare that the project report on ***“STUDY OF EFFECTIVENESS OF TRAINING PROGRAM IN LIDO LEARNING”*** is an original and genuine work done by me. I further declare that it has not been submitted elsewhere by any other person in any of the institutes for the award of any degree or diploma.

Name : SHUBHAM MISHRA

Signature of the Student :

## **CERTIFICATE**

This is to certify that the project report “*STUDY OF EFFECTIVENESS OF TRAINING PROGRAM IN LIDO LEARNING*” has been prepared by SHUBHAM MISHRA under my supervision and guidance. The project report is submitted towards the partial fulfilment of 2 year, Full time M.B.A (FM) PROGRAM and is an original, to the best of my knowledge, as also, has not been submitted to any other institution / organization.

Name: Dr. BHAWANA RAWAT

Signature of Faculty:

## **INDEX**

<b><u>S.NO</u></b>	<b><u>PARTICULARS</u></b>	<b><u>PAGE NO.</u></b>
	ABSTRACT	<b>6</b>
<b>1</b>	INTRODUCTION	<b>7 - 10</b>
<b>2</b>	LITERATURE REVIEW	<b>11 - 13</b>
<b>3</b>	RESEARCH METHODOLOGY	<b>14 - 24</b>
<b>4</b>	FINDINGS & SUGGESTIONS	<b>25 - 27</b>
<b>5</b>	CONCLUSIONS	<b>28</b>
	BIBLIOGRAPHY	<b>29</b>
	ANNEXURES	<b>30 - 31</b>

## **ABSTRACT**

Training and development is vital protective device for improving employee performance and organizations retain the training budget on yearly basis with believe that it will earn them competitive edge within the market.

The main objective of this study is to examine the effectiveness of training development on employees' performance and organization competitive advantage in the QUALITY TUTORIAL PVT LTD (LIDO LEARNING).

Descriptive research method was adopted for this study using questionnaires which were completed by using simple random sampling technique. The data collected were examined using descriptive statistics to represent the raw data in a meaningful manner.

The results show that strong relationship exists between the training and development, employees' performance and competitive advantage. Summary of the findings indicates that there is strong relationship between the tested dependent variable and independent variable. However, management should not relent in their quest to train their staff to develop new ideas that will keep improving and retaining employee performance.

# **1. INTRODUCTION**

The existence of any organization in the society lies in its capability to train its human resource to be creative, innovative, resourceful who will invariably enrich performance and rise advantage. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development. an important role in the effectiveness of and to the experiences of people in work. Training has implications for productivity , health and safety at work and personal development. All organizations employing people need to train and develop their staff. In this regard, this study aimed to contribute to the existing knowledge particularly in the sphere of capacity development. It is to this end that this study seeks to critically examine the effectiveness of training and development on employees' performance and organization competitiveness.

## **1.1 Training and Development Program**

Internationally different companies provides training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities.

Essentials parts of a worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem. Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization. These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture. The requirements for technical training program for employees raised their job satisfaction and

help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

Today most of the organizations have built up different programs for the training and development of their employees. Usually companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald 2000). As a result thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheap. Training section of the organizations attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs include variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs.

## **1.2 Components of Training and Development Program**

There is no particular method for developing the employee training, however particular significant methods that would be measured. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. These approaches will benefit the program to be more useful for the employees and organization. Today organizations are extensively using the Information Technology systems for their learning programs. Knowledge and information systems are rapidly moving ahead and those companies cannot survive that provide up to date knowledge of I.T. to their employees. For a new task training must be given to employees so that they can easily cope with new task. It should be the responsibility of the organization to assured that employees have knowledge, skills and abilities, and these skills must be according to the required level of the job.



Furthermore, when employees need required skills and knowledge it should be provide them on the right time without any delay. In the result thereof, companies required to make sure that employee can learn whenever they required. To complete this purpose organizations required the internet and computer based learning segments. The basic reason for career planning as quantity of employee training program is not merely to support employees to think that their employers are financing in their career, furthermore keep in mind that they help employees to manage various characteristics of their lives and a clear promotion track. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market. Career development of the employees should be established on bright career path which employee can easily recognize and gave it worth (Nunn 2000). To achieve this purpose, employee must classify their work, work priorities and current skills they have to do their job. Therefore, employees can start identify the jobs that would require in future and set of skills to manage those jobs. As result thereof, employee should improve understanding to work, better accountability for career and strategy for action to attain upcoming goals. The main problem suffer by organizations is to commit this practice, which may take some employees to leave the organization and look around for certain job vacancies outside the organization. Furthermore, sometimes employees feel the risk of right sized of employee in the organization. The key element of career planning and employee development is goal setting. Therefore, it has been described that learning programs support employees to enhance their performance instead of just increasing their work competencies. It is better to give the opportunity to employees to perform their jobs in a better way and if they need help, organizations must provide them proper tools to perform the job. Development program help the employees to learn and facilitating them to become a critical philosopher.

### **1.3 Benefits from Training and Development Program**

Various studies conducted on effectiveness of training & development program shows that such programs has turned out be effective to the individuals, as well as, to the organization. In this regard, the present section highlights various individual & organizational benefits of the training & development program undertaken by the companies as an integral part.

### **1.3.1 Individual Benefits from Training and Development Program**

- **Career Competencies:**

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer. Fresh university graduates mostly considering for a firm which provides intensively training programs to their employees, but this idea is risky for organizations to lose fresh trained employees with couple of years (Feldman 2000). Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary. It is also expected from the fresh graduate not appropriately equipped for the continually changing business environment. Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to prepare their employees for the betterment of future. Employee development program help employees to survive in the future and develop their abilities to cope with new technologies. From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared a modification for demanding learning software and programmed systems. This requirement is compelling workers to appraise their profession capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations to work and develop out of the organization. Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of technology and information. Tires Plus delivers training to promote a diverse career through the organization which comprises 80 hours training for supervisor to promote them to the manager. Employees understand that training program can directed to superior duties and higher remuneration (Fenn 1999). Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

- **Employee Satisfaction**

Employees have no feeling about their organizations, if they think that their organizations are not caring about them. Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization. Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover. Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career. Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel. Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization. Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization. Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development. Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees.

- **Employee Performance**

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield and Hughes 2007) that serves as increase employee performance Benefits of training program are also related to technical skills of the employees. Psychologically practicing tasks permitted trainees to grow learned knowledge, abilities and task. Training is positively effects on the employee performance of the employees. During a qualitative study concerning mechanics in India, Barber (2004) originates that on-the-job training headed to superior novelty and implicit skills. Technical and professional skills are very important for the employees to perform a job in an effective way. Providing training opportunities to employees can enhance the performance of the employees. Reference to invention, training increased the educated mechanics to figure up two Jeep bodies using only a homemade hammer, chisel, and

oxyacetylene welder. Concerning to implicit skills, Barber described in his study that profession of a mechanic needs “feel” to remain successful. Barber (2004) described in the result of an effective training that a mechanic had worthy emotion of how to hit the metal at the particular spot so that work must be performed in a systematic and proper way.

### **1.3.2 Organizational Benefits from Training and Development Program**

- **Market Growth**

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee’s knowledge, first employees identify the worth of training and marketable by organization and second CEOs of the companies understand that how fast information is transferring in current business environment (Fenn, 2000). Greengard (2000) described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment (Kleiman 2000). Wanger (2000) described in his study that American Society for Training and Development found an association between financing in employee development program and higher revenues from stock market. American Society for Training and Development moreover originate that companies who apply average of \$1,575 each employee on learning got 24 percent growth in gross profit and 218 percentage increase in revenue each employee instead of those who spend fewer on employee training and development, investing in employee development is a condition that is suitable for individual and organizations (Rosenwald 2000). Furthermore, employee training and development programs not only increase the profit of organizations but also provide difference within their

native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company.

- **Organizational Performance**

Training has been defined as mainly contributing factor to the organizational effectiveness (Schuler and MacMillan 1984). Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2000). Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization (Blundell, Dearden, Meghir and Sianesi, 1999). Bartlett (2001) recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization. Blundell et al. (1999) supported this by describing that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners (Allen et al., 2003). To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization (Bartlett 2001). The study proposes that constructive work-related performance and attitudes mainly depend on the perception of the employees as the employees think that their organizations are taking care of them (Allen et al., 2003). However, the same factor is reliable with the social exchange model; Blau (1964) suggested that the emotional agreement between employer and employee are the central element of organizational performance. Gould-Williams (2007) proposed that social exchange theory was originated by the organizations when they decided to care the interest of their employees. Employees respond with optimistic attitudinal and behavioral replies which are supportive to their organization (Settoon, Bennett and Liden 1996). However training can be used to provoke the preferred results that may contain with enhanced organizational commitment (Bartlett 2001). The current research proposed that the facility of training and development program is likely taken consent by employee that their organizations need to enter a social exchange with them. This social exchange agreement produces a durable psychological bond between employee and organization.

- **Employee Retention**

The research described that employee retention is a challenging notion and there is no particular method to retain employees with the organization. Several organizations have revealed that one of the characteristic that help to retain employee is to offer them opportunities for improving their learning. Therefore, it has confirmed that there is strong relationship between employee training and development, and employee retention. Companies should realize that experienced employees are important assets and companies have to suffer the challenge for retaining them. Therefore, companies which are providing training and development programs to their employees are getting success in retaining them. Sears has established that in localities where manager provide help to their employees to develop professionally, turnover is almost 40-50 percentage fewer than those stores where association with the managers does not available. On other side, numerous employees participate in employee training programs are not assured of a conventional association between programs and employee retention ; several managers found that positive learning atmosphere directed to higher retention rates. Organizations that are offering employee development programs are getting success with retaining employees. An effective design of training program can also increase retention among employees. Employee retention is a volunteer move by organizations to create an environment which involves employees for long term.

**Objective of training program in LIDO LEARNING:**

Further, the objectives are as follows:

- To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- To prevent obsolescence.
- To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- To prepare the employees for higher level tasks.

- To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- To build up a second line of competent officers and prepare them to occupy more responsible positions.
- To ensure smooth and efficient working of the departments.
- To ensure economical output of required quality.

## 2.LITERATURE REVIEW

Training and development is a process for leading to qualitative as well as quantitative advancements in an organization, especially at the managerial level. It is stated that training has specific areas and objectives whilst development is a continuous process which is very less concerned with physical skills than with knowledge, values, attitudes and behaviour.

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,2001)

According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." (Source: Personnel Management, McGraw Hill; 6th Edition, 1984) The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited,2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- **Individual Objectives** – These objectives are helpful to employees in achieving their personal goals, which in turn, enhances the individual contribution to the organization.
- **Organizational Objectives** – Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** – Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- **Social Objectives** – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.



## **Research Gap:**

Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on.

But sometimes these training and development process do have some demerits when the organisation is taken in light. Organisation spend certain amount of capital on training of the employees, but there are times when these employees do not look forward to carry forward inside the organisation, and rather leave the organisation without paying back the training cost by performing on the work station.

Also, there are certain times when the employees do not work with there full efficiency and the organisation has to re-spend on the training again which result in extra cost without any prior benefit on the employees side.

$$\text{Employee Development} = \text{Employee Education} + \text{Employee Skills} + \text{Training Effectiveness} \\ + \text{Employee Quality of work life}$$

Sometime some aspects which governs the Development of the employee doesn't work out properly, and the objective of the training is not met, resulting into the loss of organisation.

## **Limitations of the Study:**

This study though being a very thorough study, has some limitation also, which are being discussed as follow:

- Time constraint
- Money constraint

TIME CONSTRAINT: Due to the shortage of time I did not had a in depth study for this specific topic. I had to attend office for my work in day time, as this being the foremost and significant reason in the limitation of the study. Also the data collected from other employees might not be in the truest possible sense due to the Time constraint again.

MONEY CONSTRAINT: Also, money is the significant asset for performing any study, and due to money constraint this study may not be in such depth which is required.

But I did my best to perform this study so thar I would make us all informative about the effectiveness of training and development program inside the organisation and if any, I would sort the problems being faced in training and development of the employee in the LIDO LEARNING.

## **2. RESEARCH METHODOLOGY**

For ensuring reliability and validity of any study, research methodology holds a very crucial position. Considering this, the present chapter focuses upon research methodology adopted. The data collection methods and analysis & interpretation, thereof, help in ensuring reliability and validity of the study. Thus, this section focuses upon aspects like data collection, data analysis & interpretation, etc.

### **1. Data Collection –**

- **Primary data collection:** data collected through survey and questionnaires.
- **Secondary data collection:** data collected through industry profile, journals, and reports in website.

### **1. Data Analysis –**

- Data analysed and validated by used SPSS package to compute various statistical values wherever it is necessary.
- Suitable diagrams are used to exhibit the analysed data.

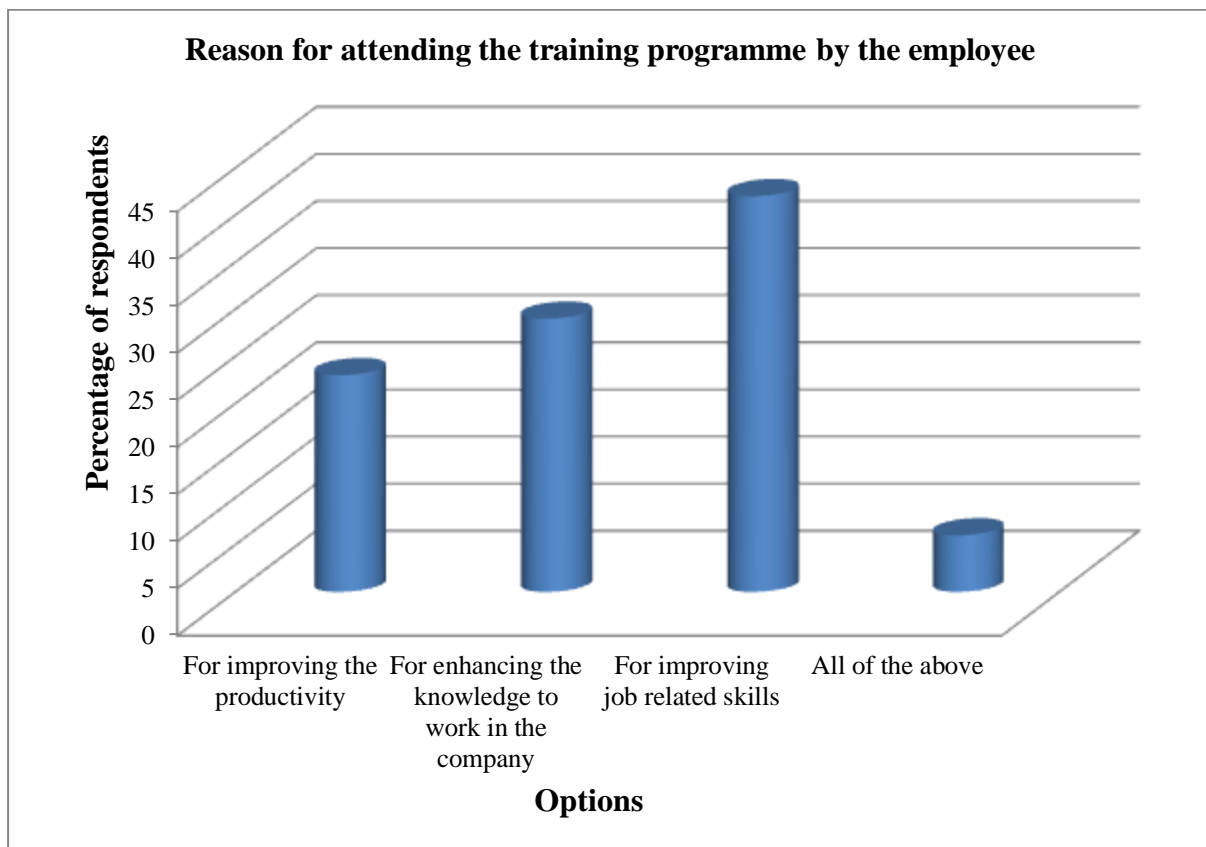
### **2. Sample Unit – Employees of Quality Tutorials Pvt Ltd (LIDO LEARNING)**

### **3. Sample size – 100 employees**

## Result Analysis and Interpretation

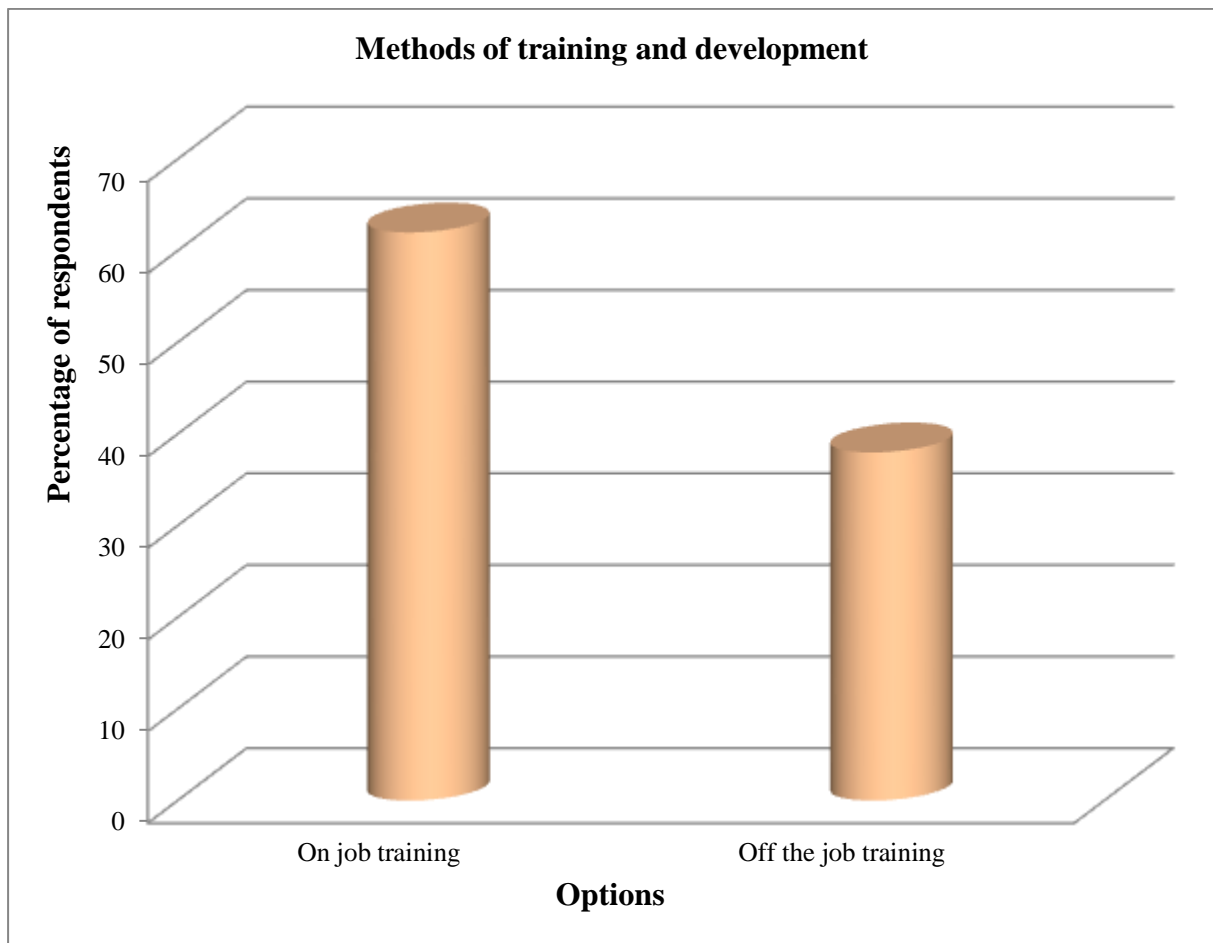
**Table 1: Reason for attending the training programme by the employee**

Options	Number of respondents	Percentage
For improving the productivity	23	23
For enhancing the knowledge to work in the company	29	29
For improving job related skills	42	42
All of the above	6	6



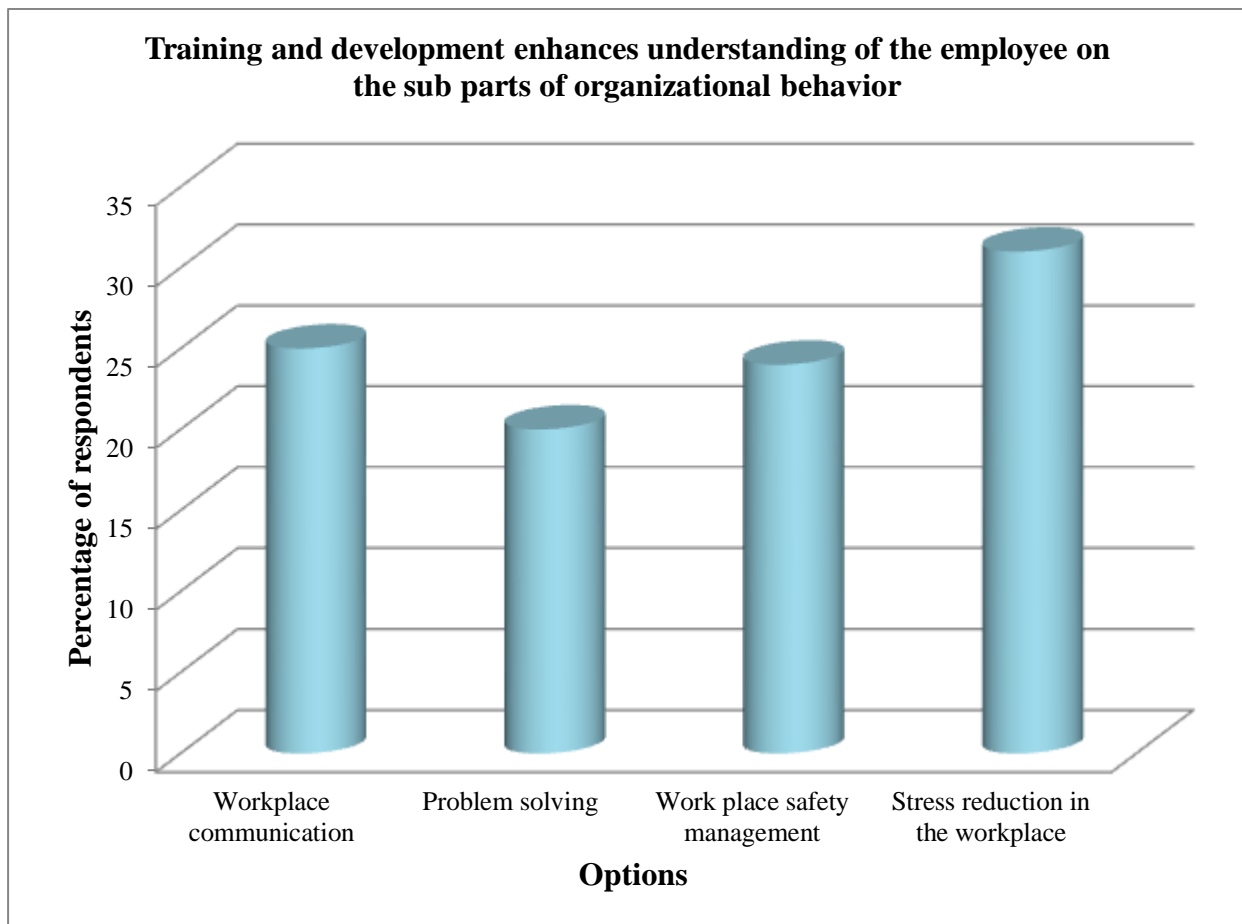
**Table 2: Methods of training and development**

Options	Number of respondents	Percentage
On job training	62	62
Off the job training	38	38



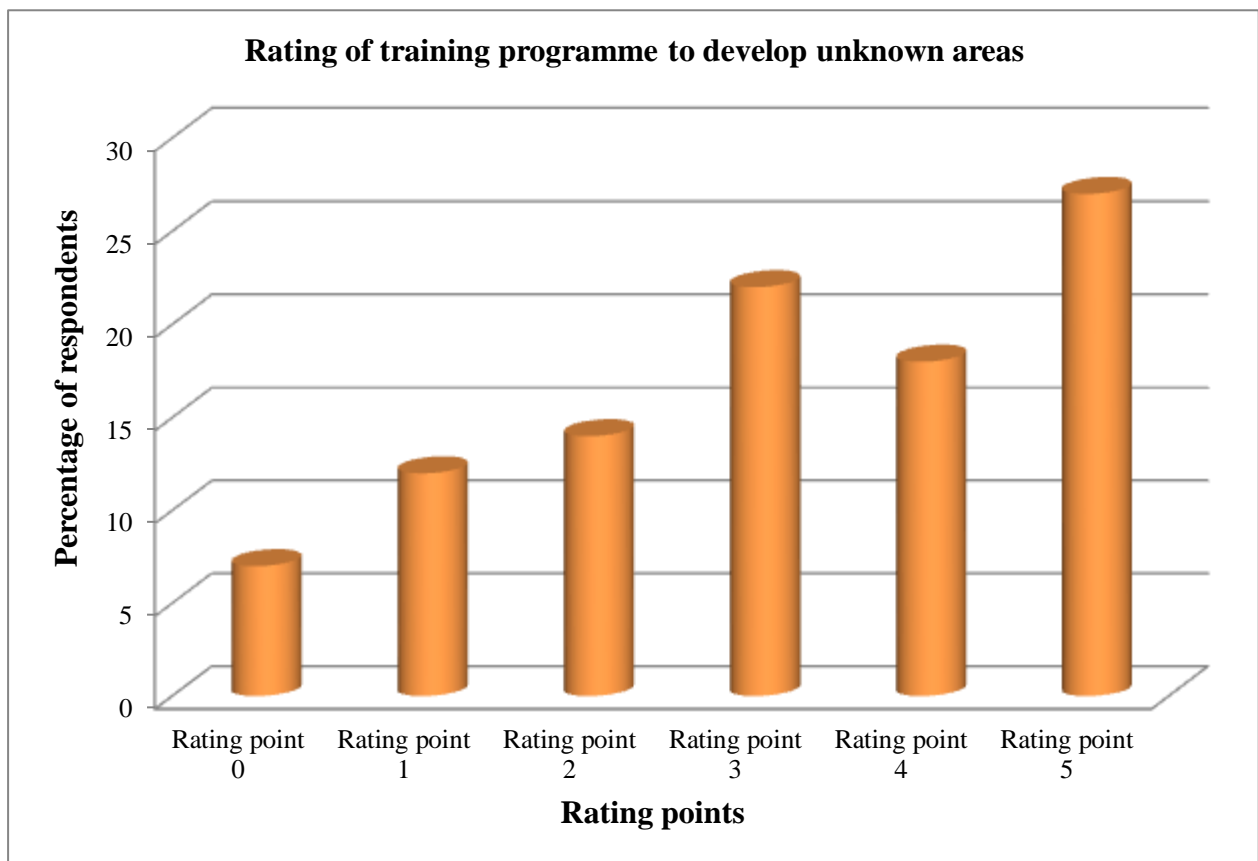
**Table 3: Organizational behavior**

Options	Number of respondents	Percentage
Workplace communication	25	25
Problem solving	20	20
Work place safety management	24	24
Stress reduction in the workplace	31	31



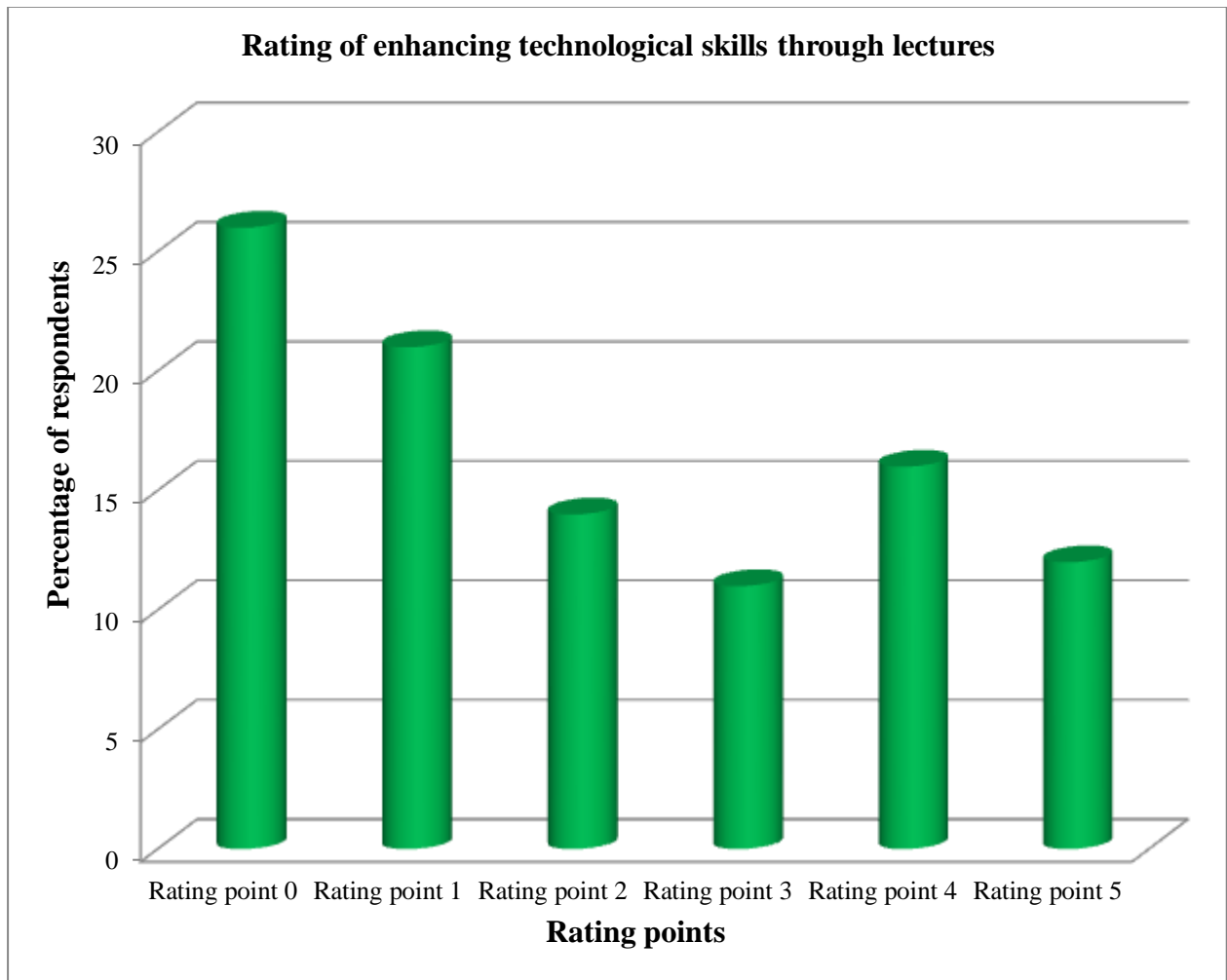
**Table 4: Rating of training programme to develop unknown areas**

Rating points	Number of respondents	Percentage of respondents
Rating point 0	7	7
Rating point 1	12	12
Rating point 2	14	14
Rating point 3	22	22
Rating point 4	18	18
Rating point 5	27	27



**Table 5: Rating for enhancing technological skills through lectures**

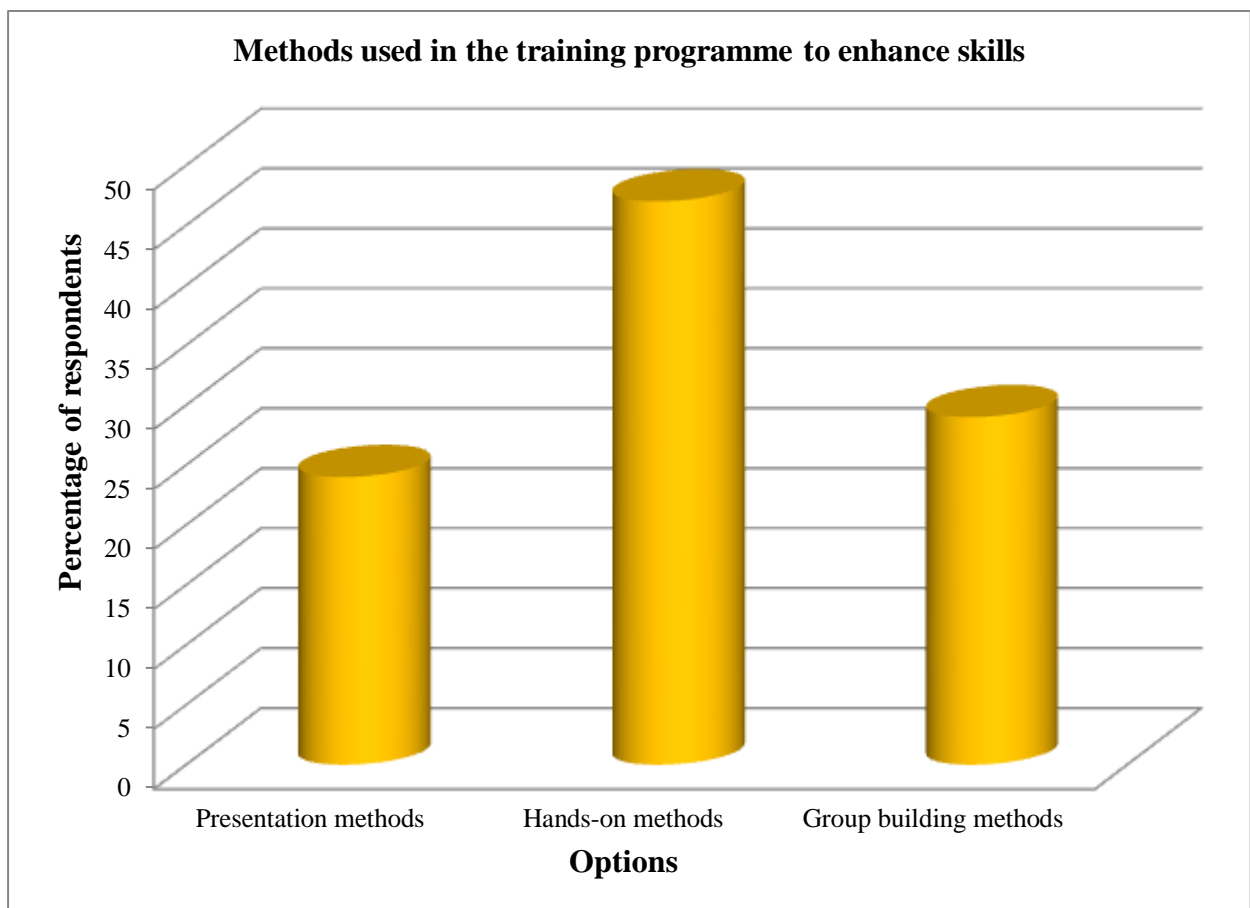
Rating points	Number of respondents	Percentage of respondents
Rating point 0	26	26
Rating point 1	21	21
Rating point 2	14	14
Rating point 3	11	11
Rating point 4	16	16
Rating point 5	12	12





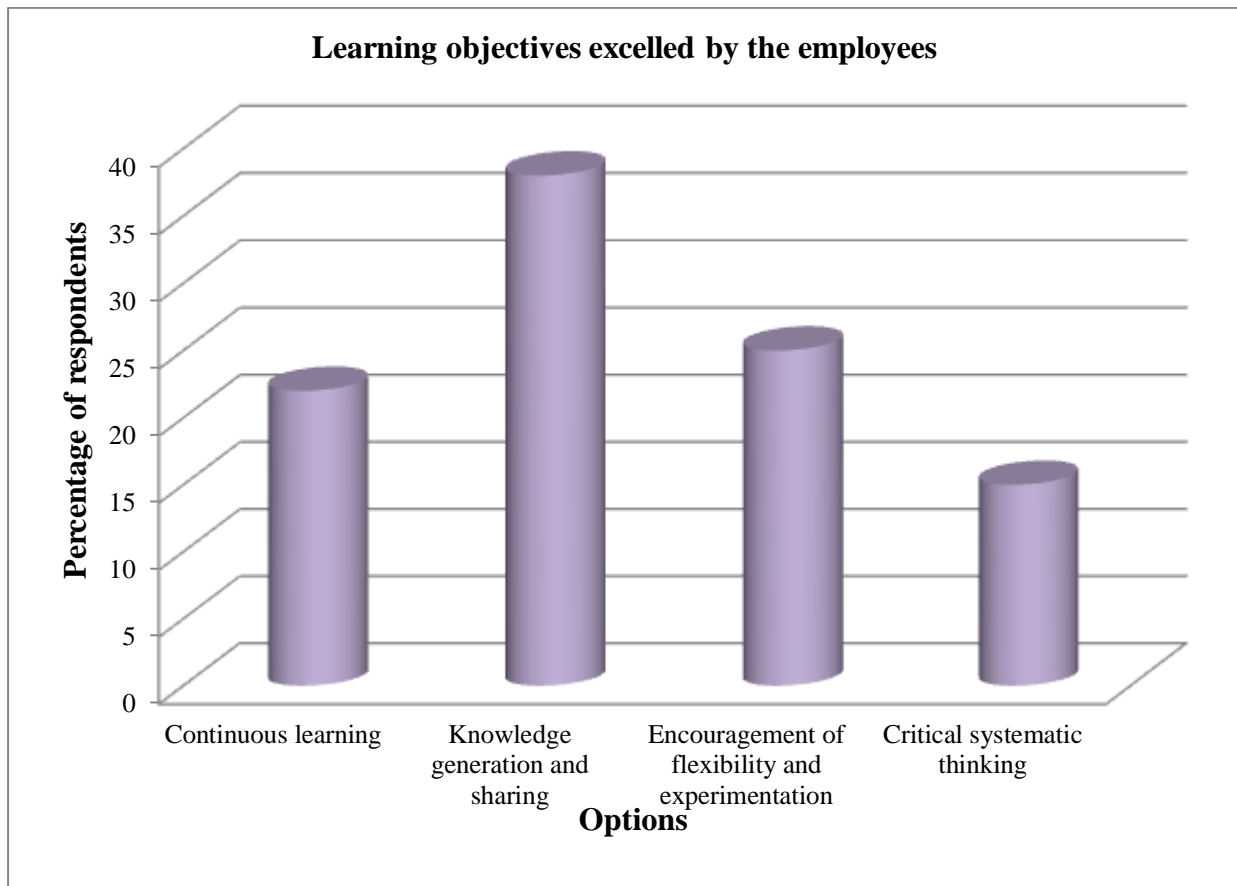
**Table 6: Methods used In the training programme to enhance skills**

Options	Number of respondents	Percentage of respondents
Presentation methods	24	24
Hands-on methods	47	47
Group building methods	29	29



**Table 7: Learning objectives excelled by the employees**

Options	Number of respondents	Percentage of respondents
Continuous learning	22	22
Knowledge generation and sharing	38	38
Encouragement of flexibility and experimentation	25	25
Critical systematic thinking	15	15



## **Interpretation of results**

### **1. Reason for attending the training program by the employees:**

The first result is based on the fact that up to what extent the training programs effective for the employees. There were certain options which were the result or outcome of the training program. Certain employees, 100 to be precise attempted this analysis out of which certain choose different different options available. The options available were as follows:

1. For improving the productivity
2. For enhancing the knowledge of work
3. For improving the job related skills
4. All of the above

Out of 100 employees 23% chose option 1<sup>st</sup> , 29% chose option 2<sup>nd</sup> , option 3<sup>rd</sup> was chosen by 42% peoples, and 6% employees chose option 4<sup>th</sup>.

Thus it can be concluded that basically training activities helped in improving the job related skills of the LIDO employees.

### **2. Methods of training and development:**

The second question asked was to understand the fact that whether which type of training program is efficient for the employee inside the LIDO LEARNING. Two options were given for the same:

1. On the job training
2. Off the job training

100 employees took this question, out of which 62% opted for the option 1<sup>st</sup> and 38% opted for the 2<sup>nd</sup> option.

This clearly displays that the ON THE JOB training is best for the employees since they learn how to use their knowledge and skills in practical.

### **3. Rating of training programme to develop unknown areas:**

This question was asked with the approach whether the employees were able to find new talent and areas which they previously didn't knew were present in them. This question was with certain rating points where points varied from 0-5, in which rating point depicts that the training program were unable to find and develop new areas amongst the employees in LIDO and rating point 5 was to answer it in most positive way that these training programmes were able to find and develop the unknown areas in employees at LIDO.

For this question, 7% answerd for 0, 12% for 1, 14% for 2, 22% for 3, 18% for 4 and 27% for 5. It clearly means that training program help employees in this manner also.

### **4. Rating for enhancing technological skills through lectures:**

This question was for analysis of practical approach present inside the training and development program. Whether or not the in class lecture provided to the employees were beneficial for the employees.

Rating points were again given in the options, where 0 stands for very less significant and 5 stood for very significant.

26% opted for 0, 21 opted for 1, 14% opted for 2, 11% opted for 3, 16% opted for 4 and 12% opted for 5.

It clearly depicts that the practical approach would not have been possible in the classroom training programs, and it would have only been possible through on the job training and practical approach.

#### **5. Methods used In the training programme to enhance skills:**

This question emphasised on the various method which were used to enhance the skills of the employees during the training and development programs inside LIDO LEARNING organisation, at the time when the employees joined the organisation.

There were presentation methods involved, group building and hands on method.

And, out of the 100 employees 24% opted for PRESENTATION METHOD, 47% opted for HANDS ON METHOD and 29% opted for GROUP BUILDING METHOD. This clearly shows that unless and until the employees get to work i.e hands on method is applied, the enhancement in the skills is not visible.

#### **6. Learning objectives excelled by the employees:**

This question mainly focused on the fact that whether the objectives for which the training programs are meant, are met or not.

The options for those objectives were as follows:

1. Continuous learning
2. Knowledge generation and sharing
3. Encouragement of flexibility and experimentation
4. Critical systematic thinking

22% opted 1<sup>st</sup>, 38% opted for 2<sup>nd</sup>, 25% opted for the 3<sup>rd</sup> and 15 % opted for the 4<sup>th</sup> option.

This clearly shows that objective of knowledge sharing is met by most of the employees.

## **4. FINDINGS AND SUGGESTIONS**

### **Findings:**

The facts in current research can be utilized in numerous diverse ways by a diversity of organizations. The significant opinion is that companies essentially put the highest worth on their employees, and develop beliefs and practices that show the highest commitment of the employees. Employees required feeling like they are producing a noteworthy modification to corporate success and providing positive results and intentions to do their jobs well. Furthermore, it is difficult for most of the companies to develop corporate level institutions and provide extensive opportunities for internal promotions, but it is easy for organizations to help their employees in making career goals and action plans for the development of their career. Certain organizations may discover that they develop employees who apply their abilities and skills for further organizations; however the organizations also find that they are increasing a sense of loyalty from other employees. In this study there is a substantial support for individuals and organization to get the several benefits from training program. Such benefits contain efficiency and factors that related directly or indirectly to the employee performance. This study has collected support for the positive outcomes of training program for the organizations. These benefits comprises better organizational performance (e.g., profitability, efficiency, and output) and further benefits that directly or indirectly related to employee performance.

### **Suggestions to improve effectiveness of training & development programs in LIDO:**

**1. Use of Blended Learning:** This category includes skills that involve physical action (e.g., operating hardware equipment) or depend on personal interaction with individuals (e.g., sales techniques). If the training courses cover such skills, one of the easy way to improve training is to adopt a mixed training approach that is the combination of Instructor-Led Training (ILT) with regular eLearning. This training style is known as blended (or "hybrid") learning.

**2. Create Learning Paths:** A training curriculum is not a bunch of distinct courses. Rather, it's an educational journey, and the courses a learner takes are stops along that adventure. Instructors call such a collection of courses a "learning path". And a well-thought-out training program should offer multiple learning paths for employees, based on their existing skills and future career goals.

**3. Have A Mission Statement & Include Soft Skills Training:** one should always be very clear on the mission or aim for which one is joining the organisation. If the aim is not clear he/she would not be productive for organisation and would not work with 100% efficiency. Also, developing ones soft skills is equally important such as good leadership qualities, decision making, time management etc. they help in bringing the promotion to the work life.

### **Direction for Future Research**

In this study we furthermore identify particular instructions for future research. First, we propose that the benefits of training might have a positive effect like as individual employee benefits, which later affect organizational results. However, research is required to recognize the features that enable a smooth transfer of employee development benefits on different level. Furthermore, some special questions of vertical transfer that how training and development directly influence on individual and organizational level. A conceptual model of this process is available and there has been little empirical research on this topic. Secondly, there is a gap existing between the applied and academic literature concerning the usage of cycle time as a factor to measure usefulness of training and development program. The size of effect on the quality of performance may not be similar as individuals and organizations recognize and apply solutions to new problems. Organizations are realizing the benefits of employee training and development programs as they are receiving pressure from the competitor market. Research is required concerning the factors that can raise the awareness of the benefits of training and development at numerous stages of exploration. This research may get help from primary studies on the effects of training and development on novelty and performance adaptability of employees and organizations.

Third, while the character of affect has been recognized in the amount of reactions to training and development, affect could perform an extra central part in the training and development process in general. Previous research has concentrated on the affiliation between liking a training program and performance of employee, however research has given fewer considerations to relationships between affective situations throughout training and learning program. It is defined that providing employees training and development opportunities can be perceived a meaning that the organization cares for their employees. This perception in employees may produce benefits even though training and development structure and transfer might be not optimum. In short, future research on this topic might be extent that which training opportunities are observed as a message that the organization cares for employees and create important message in current corporate world afflicted by downsizing and employee layoffs.



## **5. CONCLUSIONS**

In this study I take the fact of observation that training leads to important benefits for individuals and organizations. The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, I implemented different level and different disciplinary perspective of employee development program. In my study I also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic I strongly believe that it is very beneficial for the organizations to develop the employee development programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

## **BIBLIOGRAPHY**

- [1] P. Subba Rao (2009), “Essentials of Human Resource management and Industrial Relations” , Himalaya Publication House, 3rd Revised & Enlarged Edition.
- [2] Michel Armstrong (2001), “A Handbook of Human Resource Management Practice”, Kogan Page, 8th Editon.
- [3] Mamoria, C. B. (1995), “Personnel Management (Management of Human resources)”, Himalaya Publishing House, Bombay.
- [4] Chaudhuri, Manodip Ray. “Employ Training Grooming for a better Tomorrow”. HRM Review, Vol.4, No.1, January 2004.
- [5] Dwivedi, R. S. (2001), “Managing Human Resources-Personnel Management in Indian Enterprises”, New Delhi: Galgotia Publishing Company, New Delhi.
- [6] Aswathappa, K. (2000), “Human resource and Personnel Management”, Tata Mcgraw-Hill Publishing Company Limited, New Delhi.
- [7] Guna Seelan Rethinam, Maimunah Ismail (2008) “Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals”, Universiti Putra Malaysia, Malaysia.
- [8] ZHU Su-li, LONG Li-rong (2008), “The Treadmill Effect on the Utility of Quality of Working Life”, Wuhan University of Technology, P.R.China.

## ANNEXURE

**Following questionnaire was prepared for compiling the results and the graphs in above chapter are the result of these questionnaire after compiling.**

1. Is your career growth based on various training programme you attended.
2. Are you currently utilizing the training skills and knowledge acquired through training programme?
3. Was there any enhancement in you, pay or promotion after each training programme
4. Your organization considers training as a part of organizational strategy. Do you agree with this statement?
5. Employees are given appraisal in order to motivate them to attend training.
6. Trainers should possess only technical skills to make a training effective. Do you agree.
7. Successful conduction of any training programme needs proper analysis and preparation of training calendar.
8. Do you agree that instructor responses to trainees doubts.
9. People skills or soft skills are more important than technical skills
10. The induction training is periodically evaluated and improved
11. There is adequate emphasis in developing managerial capabilities of the managerial staff through training.
12. There is well designed and widely shared training policy in the companies.
13. Employees are sponsored for training programmes on the basis of carefully identified developmental needs.
14. The HR department conducts briefing and debriefing sessions for employees sponsored for training .
15. Employees in the organisation participate in the programmes concerned with determining the training they need.

16. Human relation competencies are adequately developed in your organisation through training in human skills.
17. External training programmes are carefully chosen after collecting enough information about their quality and suitability.
18. In-company training and development programmes are handles by competent authority.
19. The new recruits find induction training very useful in your organisation
20. Senior management takes interest and spends time with the new staff during induction training.