Perceived effectiveness of training and development: a case study in stc technologies pvt ltd., chennai

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PERCEIVED EFFECTIVENESS OF TRAINING AND DEVELOPMENT
A CASE STUDY IN STC TECHNOLOGIES PVT LTD, CHENNAI.

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ABSTRACT

Training is the act of increasing the knowledge and skill of an employee for doing particular job .The training is to acquire new skill, technical knowledge, problem- solving, etc. Training improves the performance of employees on present jobs and prepares them for taking up new assignments in the future. Training also helps in the development of the employees.

The main objective of the study is to measure the effectiveness of the training in the organization and its impact on employee job performance in the organisation.

For collecting the required primary data, a structured questionnaire, with multiple choice and close-ended questions was administered to 60 employees in the organisation through the simple random sampling method. In this study Chi-Square test, Correlation and Anova have been used to interpret the data collected. Based on the research findings the researcher offered suitable suggestions for improving the employee training and development in the organization.

INTRODUCTION

TRAINING AND DEVELOPMENT

Training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development.

An organisation which aspires to grow must be in tune with the changing needs of the society. Training becomes relevant in the context since it is only through training that the gap between performance of the organisation and the felt need of a changing society can be neutralised. Training reduces the gap by increasing employees' knowledge, skill, ability and attitude. Employees are motivated to attend the training programmes by the management for self development as well as organization development Employees realize the importance of training needs of training to achieve the organizational goals.(5)

Training and Development are terms which are sometimes used interchangeably. Development was seen as an activity associated with managers. In contrast training has a more immediate concern and has been associated with improving the knowledge and skill of non-managerial employees in the present job. In management education system, training system is a set of interdependent parts which together form a unitary whole that performs a well defined function. It essentially has an input, a processing or transforming unit, an output and a feedback.(4)

Every organisation needs the services of trained persons for performing the activities in a systematic way. The fast changing technological development makes the knowledge of employees obsolete. They require constant training to cope with the needs of jobs. After selecting the employees, the next task of management is to give them proper training.

Training makes a very important contribution to the development of the organisation human resource and hence to the achievement of its aims and objectives. To achieve its purpose training needs to be effectively managed so that right training is given to the right people in the right form at the right time and at the right cost.

Training is different from college education since management is relating experience to learning going from experience and concept. Training is purely vocational in contrast to education .The main purpose of which is the development of general culture.

The term training indicates the process involed in improving the apptitude, skills, and abilities of the employees to perform specific jobs. (6)

Training is a vital phase of management control .It helps in reducing accidents, eliminating wastages and increases the quality of work. The training programmes must focus on are soft skill ,such as interpersonal communication , team work , innovation and leadership .most importantly the training has to be comprehensive ,systematic and strategy with which the company is planning to fight the competition . In the future it is training that will act as between people, between strategy and between customers and the organisation. The development of individual and teams through training is important for the achievement of long term goals of the organization.(3)

The existing favourable conditions and the rate at which it is expected to grow the BPO sector requires large number of trained and well groomed employees. Any attempt which undermine the importance of training could adversely affect the quality of service provided and in turn becomes detrimental to the outsourcing business itself. Hence it is significant not only to identify the training needs of this sector but also the appropriate mode of training(1).

Importance of Training (6)

The benefits of training like Better performance, Employee Development,

Personal Growth, Less Supervision and High morale clearly shows its importance.

NEED OF THE STUDY

Training is very important for employees in doing the job and it improves the performance or skills. Training strongly influence the productivity, efficiency, innovative ideas and complete knowledge about the job.

Therefore, it is necessary to know the training given to the employees in the organization provide them level of acceptance, care and confidence after the training programme and their satisfaction about the training programme.

SCOPE OF THE STUDY

In this survey, the emphasis is to identify the perceived effectiveness of training programme among the employees in Software Testing Company Private Limited. This extends to enable the management to conduct better training programmes and to adopt new methods of training programme.

In earlier researches while gender, educational background experience and salary did not influence the opinion on the impact of training on individual such as enhancement of self-confidence, improvement of individual, competence, decision making ability, problem solving significant differences were noticed among the different positions and age groups.(2)

PROFILE OF THE COMPANY

STC Technologies Pvt. Ltd.

STC Technologies is an independent software testing service company providing enterprise-wide critical quality solutions to software development organizations. With a unique, effective and efficient approach to quality, STC helps clients align IT to their business strategy and implement projects that provide a measurable return on investment.

STC is among the fastest growing and most innovative Software and Human Resource Consulting firm based at Chennai, India. The company provides comprehensive services in the areas of IT Staff Recruiting, Temporary Staffing, Executive Staffing, and Job Placements for leading technology companies both in India and outside.

STC Technologies is the country's leading provider of Outsourced Independent Testing Services to the IT organizations of the most admired corporations in the Banking, Finance, Insurance and Technology sector.

Training

STC Technology provides a formalized set of training courses on Manual and Automated regression and load testing tools, as well as a more generalized training class on quality assurance methodology for managers.

The On site training courses is provided at their premises for larger groups and teams. This flexible and cost effective method of training allows them to schedule training around your project schedule allowing all members of your team and project to be involved.

OBJECTIVES OF THE STUDY

1. To analysis the perceived effectiveness of training and development provided by STC Technologies.
2. To evaluate the impact of the training programme on employee job performance.

Research Design:

This study is Descriptive research because it includes survey and fact finding enquires of different kinds to fulfill the objectives. A structured questionnaire containing closed, open

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ended and multiple choice questions is used. The primary data is collected from the 60 employees selected by Simple Random Sampling Method. Chi- Square, ANOVA and Correlation Analysis were used to analyse the data.

Limitation of the study

The effectiveness of training and development programme is measured only on the basis of the perceived satisfaction level regarding the programmes.

ANALYSIS AND INTERPRETATION OF DATA

<u>**Table.1**</u>

Perceived   Effectiveness Score

Effectiveness Elements	Total Score	Average(Totalscore/60)
1.Competent Faculty	250	4.17
2.Resourse used	207	3.45
3.Information gained	221	3.68
4.Evaluated after training	239	3.98
5.Comfortable training environment	209	3.48
6.Interval between	183	3.05
7.Well planned	212	3.53
8.Overall training	213	3.55
9.Importance to the personal	239	3.98
10.Develop my career	263	4.38
11.Organisation development	252	4.2
12.New skill	264	4.4
13.Self development	247	4.12
14.Techincal skill	259	4.31
15.Work better with job satisfaction	242	4.03
16.Improves job performance	263	4.38
17.Offerd minimize accident	220	3.66
18.Improve working condition	266	4.43
19.Work development	248	4.13
Total		**74.91**

Source : Primary Data

Effectiveness score= 74.91/19=3.94/5*100=78.8 %

 Inference: The Average score is found to be 74.91.This implies that the perceived effectiveness is up to 78.8 % .The employee satisfaction level is comparatively more.

Table 2
Combined Pearson Chi-Square Results

Criteria	Hypothetical Relation ship Criteria	Value	df	Asymp. Sig. (2-sided)	Relationship
Age	Training & development programme is well planned	26.868(a)	9	.001	Yes
	Training imparted is towards organisation development	21.251 (a)	6	.002	Yes
	Training improves my job performance	14.923(a)	6	.021	Yes
	Training & Development offered minimize accident and damages	5.996(a)	9	.740	No
	Training improves working condition	2.388(a)	3	.496	No
	Recourses used is satisfactory	27.171(a)	12	.007	Yes
Gender	Recourses used is satisfactory	4.966(a)	4	.291	No
	Information is gained in the training	1.918(a)	3	.590	No
	Evaluated after the training programme	3.847(a)	2	.146	No
	Sufficient personal importance given	9.907(a)	2	.007	Yes
	Training helps me to develop my career	3.038(b)	1	.081	No
	Training improves working condition	.477(b)	1	.490	No

Source : Primary Data Analysis

Hypotheses:

Ho: There is no significant relation ship between Age/Gender and the measured criteria.

H1: There is significant relation ship between Age/Gender and the measured criteria.

When the significant value is less than 0.05 the null hypothesis is rejected and if it is more than 0.05 the null hypothesis is accepted. The relationship between various opinions and age/gender is clearly seen in the table.

Table.3

Correlation

Assumptions	Correlation	Relationship
Training conducted by competent faculty and comfortable with training environment.	.503	Positive correlation
Evaluated after the training and no.of the training programs attended	.340	Positive correlation
Sufficient personal importance given in the training and training is well planned	.239	Positive correlation
Overall training in my organization is satisfactory and no .of training programs	-.341	Negative correlation
Training is towards organization development and personal importance is given	.298	Positive correlation
Age and training programme improve working condition.	.031	Positive correlation

Source : Primary Data Analysis

Inferences:

1) This implies when the competency of the faculty increases, the comfortability of participants also increases.

2) This implies the increase in no.of.training programs increase the opinion about evaluation after training.

3) This implies the training is well planned and the participants feel that personal importance is given.

4) The negative correlation implies, if the no.of.training programs increase the overall satisfaction decreases to some extent.

5).The training is towards organisation development and is also giving importance to the personal.

6).The age has a small influence in the opinion of working condition improvements.

Table.4

ANOVA

Criteria	Relationship	Mean Square	F	Sig.
Gender	Training conduted by competent faculty	.193	.424	.517
	Recourses used in the training is satisfactory	5.630	4.858	.031
	Information is gained in the training programme	.000	.000	.996
	Satisfied with time interval between various training programs	.534	.363	.549
	Training imparted is towards organisation development	.250	.409	.525
Age	Recourses used in the training is satisfactory	3.706	3.361	.025
	Evaluated after the training programme.	1.391	2.704	.054
	Sufficient personal importance given in the training	.944	1.754	.166
	Training develops new skill	.149	.667	.576
	Training improves working condition	.195	.774	.514
	Overall training in my organisation is satisfactory	.505	.587	.627

Source : Primary Data Analysis

Hypotheses :

Ho : Both male and female employees have equal chances of giving opinion about training.

H₁ : Both male and female employees have no equal chances of giving opinion about training.

Inferences:

When the significant value is greater than 0.05 the null hypothesis is accepted and when it is less than 0.05 null hypotheses is rejected.

1) There is no gender bias on the opinion about competent faculty.

2) There is no gender bias on the opinion about satisfactory resources used.

3) This implies there is no gender bias on the opinion about the information gained.

4) There is no gender bias on the opinion about the satisfaction with intervals between various training programs.

5) There is no gender bias on the opinion about training given towards organisation development.

6) This implies age did not affect the opinion about   satisfactory resources used.

7) This implies age did not affect the opinion about evaluation after   training.

8) This implies age did not affect the opinion about   giving importance to the personal.

9) This implies age did not affect the opinion about   new skill developed by training.

10) This implies age did not affect the opinion about   the   working condition improvements by training.

11) This implies training did not affect opinion about overall satisfaction.

Findings

❖ Majority of the employees are found to be 30-40 years of age and have attended mostly internal training programs. They also opined that the training and development programs offered by STC are more satisfactory to the employees.

❖ In the chi-square analysis, it is found that there is relationship between Age and opinion on the planned training activities and organisational development. But age did not have any association with the opinion on the job performance and improvement in working condition. Similarly gender has no association with the opinion on resources used, career development help, giving importance to the personal and evaluation also improves.

❖ Through the correlation it was found that the comfortability increases with the number of training programs, opinion on evaluation improves, organisation development training, personal importance and improves opinion on working condition. But the overall satisfaction of training programme decreases with the increase in number of training programme attended.

❖ In the Anova analysis it is found that the age and gender did not affect the opinion about organisation development and satisfactory resources used. Similarly they did not affect overall satisfaction about training.

❖ The average score as found to be 74.91. This implies that the perceived effectiveness is up to 78.8 %. The training provided by the company is more effective because the employee's satisfaction level is more.

Suggestions

While planning the training programme age is to be considered. Since the increase in the number of training programs decrease the overall satisfaction to some extent the required training programme only to be given to the employees. Based on the opinion current need identified is career development and organization development. Similarly the opinion as need for developing new skill identified is related to self development by the training programme. The opinion about training helps to work better and improves job satisfaction and working condition. This points are to be considered to improve the effectiveness of training and development programme.

Conclusion

Though the effectiveness of training is more some suggestions are offered to improve the same. Training is essential for an employee who has just been promoted to a higher level job. Similarly the training increases the skill and knowledge of employees. This helps employee to perform his job much better and improve their personality and attitude and also increases their level of self-confidence and commitment to work. Training also helps in the development of employees.

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ANNEXURE I
PERCEIVED EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN STC TECHNOLOGIES PVT LTD – CHENNAI.

Questionnaire

1) Gender

 Male ☐ Female ☐

 2) Age

 Below 30 ☐ 30-40 ☐ 40-50 ☐ 50&above ☐

3) The attend any training programme in your organization.

 Yes ☐ No ☐

4) The training programme programme conducted was.

External ☐   Internal ☐

5) Number of training programme attended by me so for.

2 ☐   4 ☐   6 ☐   morethan 8 ☐

6) Training   programme Conducted by competent faculty.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

7) The resourse used the training programme   is satisfactory.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

8) The information gained from the training programme is.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

9) I was evaluated after the training programme.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

10) The type of training conducted in my organization is.

Skill Training ☐   Refresher Training ☐   Appretiship training ☐   Team Training ☐

11) I feel comfortable with the training environment.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

12) I am satisfied with time interval between various training programmes.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

13) The training and Development programme is well planned.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

14) The overall training programme in my organization is satisfactory.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

15) Sufficient personnal importance is given the training programme.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

16) Training helps me to develop my career.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

17) The training imparted is towards organization development.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

18) Training develop new skill.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

19) The training programme is related to self development.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

20) I need training to enhance my technical skill.

Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐   Strongly disagree ☐

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21)Training makes me to work better with job satisfaction.

     Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

22) The training programme provided by the company improve my job performance.

     Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

23) The training &development offerd to me minimize the accident and damages to

    equipment.

     Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

24) My purpose of training programme is to improve working condition.

     Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

25) The training programme is related to work development.

     Strongly agree ☐   Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree ☐

Your valuable suggestion regarding training & development in the organization.

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