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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CUSTOMER RELATIONSHIP MANAGEMENT: A CASE STUDY OF BRITISH TELECOM BROADBAND CUSTOMERS HYDER KAMRAN & NITIN RAJ SRIVASTAVA	1
2.	INFLUENCE OF ORGANIZATIONAL STRUCTURE, SOCIAL INTERACTION AND DEMOGRAPHICAL VARIABLES ON ORGANIZATIONAL COMMITMENT: AN EMPIRICAL ASSESSMENT OF TWO LEVELS OF EMPLOYEES OF SAUDI ARABIA DR. NASSER S. AL-KAHTANI	7
3.	FINANCIAL DEREGULATIONS AND PRODUCTIVITY CHANGE IN PAKISTAN BANKING INDUSTRY RAFAQET ALI & MUHAMMAD AFZAL	12
4.	BRILLIANT INTELLIGENCE AND INTERNAL MARKETING EFFECT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR- STUDY OF EMPLOYEE IN HIGH TECHNOLOGY INDUSTRY FENG-LI LIN, JUI-YING HUNG & KUO-SONG LU	17
5.	AN IDENTIFICATION OF CRITICAL STRATEGIC SUCCESS FACTORS THAT MAKES ETHIOPIA ONE OF THE MOST ATTRACTIVE TOURIST DESTINATION DR. GETIE ANDUALEM IMIRU	25
6.	BARRIERS TO KNOWLEDGE MANAGEMENT IMPLEMENTATION IN UNIVERSITIES ROYA DARABI & AHMAD GHASEMI	32
7.	AN ASSESSMENT OF BANGLADESHI COMMERCIAL BANKS TREND TOWARDS UNIVERSAL BANKING MD. AL MAMUN	37
8.	COMPARISON OF IMAGE ENHANCEMENT TECHNIQUES ABDUL RASAK ZUBAIR	44
9.	STATIONARY DEMAND CURVE MODEL UNDER JUST IN TIME INVENTORY SYSTEM DR. KAVITA DAVE & DR. NITIN D. SHAH	53
10.	A STUDY OF LEADERSHIP STYLES IN PUBLIC-SECTOR ENTERPRISES (A CASE STUDY OF BHARATH EARTH MOVERS LIMITED) K. V. GEETHA DEVI, DR. G. RAMA KRISHNA REDDY & DR. G. HARANATH	55
11.	A STUDY ON CONSUMER AWARENESS, USAGE PENETRATION AND ADOPTION OF 3G MOBILE SERVICES IN INDIA SARIKA KHANNA & DR. NISHA AGARWAL	64
12.	THE IMPACT OF WORKPLACE STRESS ON HEALTH: THE MEDIATING ROLE OF SPIRITUALITY IN THE WORKPLACE NAGALAKSHMI. P & DR. K. JAWAHAR RANI	69
13.	EMPLOYMENT TO WOMEN IN INDIAN BEEDI INDUSTRY AN OPPORTUNITY OR THREAT: A CASE STUDY OF NIZAMABAD DISTRICT GIRISH KUMAR PAINOLI	72
14.	CELEBRITY ADVERTISEMENT AND ITS IMPACT ON BUYING BEHAVIOUR DR. S. BANUMATHY & DR. M. SUBASINI	76
15.	INFLUENCE OF PERSONALITY ON QUALITY OF WORK LIFE OF TEACHERS J. PARAMESWARI & DR. S. KADHIRAVAN	79
16.	LEADERSHIP ENHANCEMENT THROUGH ASSESSMENT AND DEVELOPMENT (LEAD) AT ALPHA PHARMACEUTICALS INDIA PRIVATE LTD. DR. GOWRI JOSHI & DR. BHARATI DESHPANDE	83
17.	ANALYSIS OF CUSTOMERS' PERCEPTION IN INDIAN BANKING SECTOR DR. ROSY KALRA	86
18.	DEMOGRAPHIC CHARACTERISTICS OF EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN INDIA DR. DEEPAKSHI GUPTA	93
19.	IMPACT OF ANIMATION ON CHILDREN J. J. SOUNDARARAJ & DR. D. V. S. JANAKIDAS	98
20.	A CASE STUDY ON TRAINING AND DEVELOPMENT WITH REFERENCE TO NUTRINE CONFECTIONERY COMPANY LTD., CHITTOOR (A.P) C. RAJANIKANTH	109
21.	SHIFTING PARADIGMS IN TEACHING PEDAGOGY OF B-SCHOOLS PRITAM P. KOTHARI, AVINASH A. DHAVAN & SHIVGANGA C. MINDARGI	116
22.	IMPERATIVES FOR GLOBAL RETAILERS EYEING INDIAN RETAIL MARKET- A STUDY OF WAL MART DR. SIDDHARATHA S BHARDWAJ & DR. MAMTA RANI	122
23.	CUSTOMERS' PERCEPTION TOWARDS E-BANKING SERVICES OF THE COMMERCIAL BANKS IN CUDDALORE DISTRICT RAVICHANDRAN & DR. A. MURUGARATHINAM	125
24.	CUSTOMER RETENTION CHALLENGES IN THE HYPERCOMPETITIVE INDIAN INDUSTRIES NIDHI KHURANA & AJEET KUMAR PATHAK	128
25.	SERVICES INNOVATION INSIDE AND OUTSIDE OF THE ORGANIZATION WITH THE HELP OF ICT DR. RAJESH N. PAHURKAR	133
26.	CREATING A SYSTEMATIC TRADING PLAN WITH AT THE MONEY CALENDAR CALL SPREAD IN NIFTY PRIYANKA VASHISHT	137
27.	GENDER EMPOWERMENT IN PRACTICE: A CASE STUDY OF BHARAT COKING COAL LIMITED, DHANBAD DR. N. C. PAHARIYA & ABHINAV KUMAR SHRIVASTAVA	143
28.	RETAIL STORE SELECTION CRITERIA USED BY CUSTOMERS IN DELHI-NCR: IMPLICATIONS FOR THE RETAILERS ANOOP KUMAR GUPTA	147
29.	CUSTOMER RELATIONSHIP MANAGEMENT IN TELECOM INDUSTRY – WITH REFERENCE TO BHARTI AIRTEL, ANDHRA PRADESH DR. K. RAJI REDDY, DR. D. THIRUVENGALA CHARY & SHATHABOINA. RAJU	152
30.	INITIATIVE TAKEN TOWARDS RETAIL MARKETING IN INDIA WITH REFERENCE TO LUCKNOW CITY (U.P.), INDIA SMRITI SRIVASTAVA & RAJEEV GUPTA	156
	REQUEST FOR FEEDBACK	161

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

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APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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A CASE STUDY ON TRAINING AND DEVELOPMENT WITH REFERENCE TO NUTRINE CONFECTIONERY COMPANY LTD., CHITTOOR (A.P)

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ABSTRACT

In the modern world of ever changing technology, constant information and innovation is essential for employees in order to meet today's competitive environment, to meet the latest technology about their given profession or an area of expertise, and to fill gaps between the technical skills and expertise knowledge in any organization. The HR functioning is changing with time and with this change, the relationship between the training function and other management activity is also changing. The training and development activities are now equally important with that of other HR functions. Gone are the days, when training was considered to be departments such as, marketing & sales, HR, production, finance, etc depends on training for its survival. If training is not considered as a priority or not seen as a vital part in the organization, then it is difficult to accept that such a company has effectively carried out HRM. Training actually provides the opportunity to raise the profile development activities in the organization. To increase the commitment level of employees and growth in quality movement, senior management team is now increasing the role of training. Such concepts of HRM require careful planning as well as greater emphasis on employee development and long term education. Training is now the important tool of Human Resource Management to control the attrition rate because it helps in motivating employees, achieving their professional and personal goals, increasing the level of job satisfaction, etc. As a result training is given on a variety of skill development and covers a multitude of courses. The present study deals with training and development of employees in Nutrine Confectionery Company Limited.

KEYWORDS

Training-Development-Training methods-Working environment-Human relations-Smooth working conditions.

INTRODUCTION

You cannot teach a man anything. You can only help him discover it within himself"

-GalileoGalilei

In the field of Human Resources Management, Training and Development is the field concern with organizational activities which are aimed for the betterment of individual and group performances in any organization. It has been known by many names in the field HRM, such as employee development, human resources development, learning and development etc. Training is really developing employee's capacities through learning and practicing. Training and Development is the framework for helping employees to develop their personal and organizational skills, knowledge, and abilities. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. All employees want to be valuable and remain competitive in the labor market at all times, because they make some demand for employees in the labor market. This can only be achieved through employee training and development. Hence employees have a chance to negotiate as well as employer has a good opportunity to select most suitable person for his vacancy. Employees want to develop career-enhancing skills, which will always lead to employee motivation. There is no doubt that a well trained and developed staff will be a valuable asset to the company and thereby increasing the chances of his efficiency in discharging his or her duties. It plays an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development.

DEFINITIONS

"Training is that organized process concerned with the acquisition of capability, or the maintenance of existing capability. On the other hand, where the objective is to acquire a set of capabilities, which will equip a person to do a job a sometime in the predictable future, which is not within his present ability, that person is often said to undergo a process of development".

- Pepper, 1992

"A planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization".

- Lundy and Cowing

STATEMENT OF THE PROBLEM

The study highlights the importance of "Training and development in organization", with special reference to Nutrine Confectionery Company Limited, Chittoor. The study is conducted by approaching employees in the company and to know the criteria of the importance of training and development in order to enhance the employee performances for a better outcome. Hence the present study has been undertaken to find out the answers for the following questions.

- What are the factors that influence the effectiveness of training methods imparted in the company?
- What are the problems faced by the employees to acquire skills, knowledge and to avoid mistakes in the work environment?

OBJECTIVES

- To study the effectiveness of the training imparted by the company and its resultant in the performance of employees.
- To know the perception of employees regarding training methods in Nutrine Confectionery Company Limited.
- To identify how training assists the employees to acquire the skills, knowledge, attitude and also to enhance the same in work environment.
- To study whether training helps to motivate employees and helps in avoiding mistakes.

LIMITATIONS OF THE STUDY

- There may be the chance of personal bias in the response of the employees in the questionnaire.
- Some of the workers may not be interested to answer the questions.
- The climate cannot be analyzed with little samples out of huge population.
- Since the respondent's chosen are busy they find little time to answer the questionnaire.

RESEARCH METHODOLOGY

Sample size: A total of 150 respondents in Nutrine Confectionery company Limited, Chittoor was selected for the study.

Sampling technique: Convenience sampling method has been followed for collecting the response from the respondents.

Sources of data: The study is based on both primary and secondary data. Primary data has been collected by using a questionnaire. Secondary data has been collected from books, manuals and internet.

Tools for collection of data: The questionnaire is the major tool administered for collecting primary data from the respondents.

Tools for analysis: The statistical tools used for the purpose of analysis of this study are Simple percentage technique, Weighted average method, Co-relation co-efficient and F-Distribution test.

TABLE 1: DOES THE COMPANY FOLLOW UP THE TRAINING AND DEVELOPMENT PROGRAMMES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Yes	96	64
2	No	54	36
	Total	150	100

Interpretation & Analysis: The above table indicates that 64% of the respondents agreed that the company follow up the training and development programmes and remaining 36% of the respondents do not agree that the company follow up the training and development programmes.

TABLE 2: ATTENDING THE TRAINING PROGRAMMES IN THE COMPANY

S. No	Opinion	No. of Respondents	Percentage (%)
1	Yes	88	58.6
2	No	62	41.4
	Total	150	100

Interpretation & Analysis: The above table indicates that 58.6% of the respondents attended the training programmes and remaining 41.4% of the respondents did not attend the training programmes in the company.

TABLE 3: TRAINING AND DEVELOPMENT PROGRAMMES INCREASES SKILLS, KNOWLEDGE AND ATTITUDE

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	63	42
2	Agree	44	29.3
3	No opinion	10	6.7
4	Disagree	23	15.3
5	Strongly disagree	10	6.7
	Total	150	100

Interpretation & Analysis: The above table indicates that 42% of the respondents strongly agreed, 29.3% of the respondents agreed, 6.7% of the respondents has no opinion, 15.3% of the respondents disagreed and 6.7% of the respondents are strongly disagreed with the training and development programmes that increases skills, knowledge, attitude among the employees.

TABLE 4: TRAINING LEADS TO BETTER PRODUCTIVITY IN QUALITY AND QUANTITY

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	44	29.3
2	Agree	67	44.7
3	No opinion	12	8
4	Disagree	14	9.4
5	Strongly disagree	13	8.6
	Total	150	100

Interpretation & Analysis: The above table indicates that 29.3% of the respondents strongly agreed, 44.7% of the respondents agreed, 8% of the respondents has no opinion, 9.4% of the respondents disagreed and 8.6% of the respondents strongly disagreed with training programmes which leads to better productivity in quality and quantity.

F-DISTRIBUTION TEST WITH TABLE 3 & 4

Let 'x' be the no. of respondents opinion about training programmes in increasing skills, knowledge, attitude.

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	63	42
2	Agree	44	29.3
3	No opinion	10	6.7
4	Disagree	23	15.3
5	Strongly disagree	10	6.7
	Total	150	100

Let 'Y' be the no. of respondents opinion on training and development programmes that leads to better productivity in quality and quantity.

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	44	29.3
2	Agree	67	44.7
3	No opinion	12	8
4	Disagree	14	9.4
5	Strongly disagree	13	8.6
	Total	150	100

X	63	44	10	23	10
Y	44	67	12	14	13

Null Hypothesis (H₀):

$$\sigma^2_x = \sigma^2_y$$

i.e. two samples have the same variance.

Alternative Hypothesis (H₁):

$$\sigma^2_x \neq \sigma^2_y$$

(Two tailed test)

COMPUTATION OF TEST STATISTIC

X	$x - \bar{x} = x - 30$	$(x - \bar{x})^2 = (x - 30)^2$	Y	$y - \bar{y} = y - 30$	$(y - \bar{y})^2 = (y - 30)^2$
63	53	2809	44	14	196
44	14	196	67	37	1369
10	-20	400	12	-18	324
23	-7	49	14	-16	256
10	-20	400	13	-17	289
$\Sigma x = 150$		$\Sigma (x - \bar{x})^2 = 3854$	$\Sigma y = 150$		$\Sigma (y - \bar{y})^2 = 2434$

$$\text{Now } \bar{x} = \frac{\Sigma x}{n}$$

$$= \frac{150}{5}$$

$$= 30$$

$$\bar{Y} = \frac{\Sigma Y}{n}$$

$$= \frac{150}{5}$$

$$= 30$$

$$\sigma_1^2 = \frac{\Sigma (x - \bar{x})^2}{n_1 - 1} = \frac{3854}{4} = 963.5$$

$$\sigma_2^2 = \frac{\Sigma (Y - \bar{Y})^2}{n_2 - 1} = \frac{2434}{4} = 608.5$$

$$\text{Test Statistic, } F = \frac{\sigma_2^2}{\sigma_1^2} = \frac{963.5}{608.5}$$

$$F = 1.58$$

Critical Value: The table value of F at $\alpha = 0.05$ for 4 and 4 degrees of freedom is $F_{0.05} = 9.12$

Decision: The computed value of $F = 1.58 < \text{table value } F_{0.05} = 9.12$.

So null hypothesis is accepted. The two samples have the same variance.

TABLE 5: JOB SATISFACTION AFTER ATTENDING TRAINING AND DEVELOPMENT PROGRAMMES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	71	47.3
2	Agree	52	34.6
3	No opinion	8	5.4
4	Disagree	11	7.3
5	Strongly disagree	8	5.4
	Total	150	100

Interpretation & Analysis: The above table indicates that 47.3% of the respondents strongly agreed, 34.6% of the respondents agreed, 5.4% of the respondents has no opinion, 7.3% of the respondents disagreed and 5.4% of the respondents strongly disagreed with the training and development programmes.

TABLE 6: TRAINING WILL CULTIVATE COMPETITION AMONG THE EMPLOYEES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	56	37.4
2	Agree	43	28.6
3	No opinion	22	14.7
4	Disagree	18	12
5	Strongly disagree	11	7.3
	Total	150	100

Interpretation & Analysis: The above table indicates that 37.4% of the respondents strongly agreed, 28.6% of the respondents agreed, 14.7% of the respondents has no opinion, 12% of the respondents disagreed and 7.3% of the respondents strongly disagreed with the training programmes that cultivates competition among the employees.

WEIGHTED AVERAGE METHOD

The general formula for Weighted Average Calculation

$$\text{Weighted Average} = (x_1w_1 + x_2w_2 + \dots + x_nw_n) / (w_1 + w_2 + \dots + w_n)$$

$$= \sum_{i=1}^n (X_i W_i) / \sum_{i=1}^n W_i$$

Here X_i = Values of quantity whose weighted average is being calculated, while w_i is the values of corresponding weights.

So, for calculating weighting average, you must multiply values of the quantity with their corresponding weights, all them up and divide them by the sum of the weights.

By giving ranks to the no. of respondents we get the following table.

$$\begin{aligned} \text{From the above table weighted Average} &= (5 \times 56) + (4 \times 43) + (3 \times 22) + (2 \times 18) + (1 \times 11) \\ &= 280 + 172 + 66 + 36 + 11 \\ &= 565 / 150 \\ &= 3.76 \end{aligned}$$

In the above table, the rank 3 corresponds to the response "No opinion"

Result: So, it is noticed that the employees have "No opinion" in cultivating competition through training.

TABLE 7: LEVEL OF DIFFICULTY AFTER ATTENDING TRAINING AND DEVELOPMENT PROGRAMMES.

S. No	Opinion	No. of Respondents	Percentage (%)
1	Very easy	45	30
2	Easy	67	44.7
3	No opinion	10	6.7
4	Difficult	13	8.6
5	Very difficult	15	10
	Total	150	100

Interpretation & Analysis: The above table indicates that 30% of the respondents felt very easy, 44.7% of the respondents felt easy, 6.7% of the respondents has no opinion, 8.6% of the respondents felt difficult and 10% of the respondents felt very difficult in the level of difficulty after attending training and development programmes.

TABLE 8: TRAINING AND DEVELOPMENT PROGRAMMES HELPS IN CAREER DEVELOPMENT

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	48	32
2	Agree	65	43.4
3	No opinion	11	7.3
4	Disagree	11	7.3
5	Strongly disagree	15	10
	Total	150	100

Interpretation & Analysis: The above table indicates that 32% of the respondents strongly agreed, 43.4% of the respondents agreed, 7.3% of the respondents has no opinion, 7.3% of the respondents disagreed and 10% of the respondents strongly disagreed with the training and development programmes helps in career development of employees.

TABLE 9: TRAINING AND DEVELOPMENT PROGRAMMES HELPS TO ELIMINATE THE FEAR IN ATTEMPTING NEW TASKS AND AVOIDING MISTAKES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	68	45.4
2	Agree	46	30.7
3	No opinion	13	8.6
4	Disagree	14	9.3
5	Strongly disagree	9	6
	Total	150	100

Interpretation & Analysis: The above table indicates that 45.4% of the respondents strongly agreed, 30.7% of the respondents agreed, 8.6% of the respondents has no opinion, 9.3% of the respondents disagreed, 6% of the respondents strongly disagreed with the training and development programmes that helps to eliminate the fear in attempting new tasks and avoiding mistakes.

CORRELATION COEFFICIENT

CORRELATION OF TABLE 8 AND 9

Let 'X' be the number of respondents agrees with the training and development programmes helps in career development.

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	48	32
2	Agree	65	43.4
3	No opinion	11	7.3
4	Disagree	11	7.3
5	Strongly disagree	15	10
	Total	150	100

Let 'Y' be the number of respondents agrees that training programmes helps to eliminate fear in attempting new tasks and avoiding mistakes.

S.No	Opinion	No. of Respondents	Percentage (%)
1	Strongly agree	68	45.4
2	Agree	46	30.7
3	No opinion	13	8.6
4	Disagree	14	9.3
5	Strongly disagree	9	6
	Total	150	100

X	48	65	11	11	15
Y	68	46	13	14	9

X	Y	(X)2	(Y)2	XY
48	68	2304	4624	3264
65	46	4225	2116	2990
11	13	121	169	143
11	14	121	196	154
15	9	225	81	135
150	150	6996	7186	6686

$$N\sum XY - \sum X \cdot \sum Y$$

Correlation coefficient, $r =$

$$\begin{aligned}
 &= \frac{N\sum X^2 - (\sum X)^2 \cdot N\sum Y^2 - (\sum Y)^2}{\sqrt{5 \times 6996 - (150)^2} \cdot \sqrt{5 \times 7186 - (150)^2}} \\
 &= \frac{33430 - 22500}{\sqrt{34980 - 22500} \cdot \sqrt{35930 - 22500}} \\
 &= \frac{10930}{\sqrt{12480} \cdot \sqrt{13430}} \\
 &= \frac{10930}{111.71 \cdot 115.88} \\
 &= \frac{10930}{12945} \\
 r &= 0.84
 \end{aligned}$$

RESULT

There is correlation between respondents satisfied with recognition got from the management and respondents satisfied with relationship made by their supervisor.

TABLE 10: LEVEL OF MOTIVATION AFTER ATTENDING TRAINING AND DEVELOPMENT PROGRAMMES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Very high	60	40
2	High	40	26.6
3	Moderate	30	20
4	Low	15	10
5	Very low	5	3.4
	Total	150	100

Interpretation & Analysis: The above table indicates that 40% of the respondents felt very high, 26.6% of the respondents felt high, 20% of the respondents has moderate opinion, 10% of the respondents felt low and 3.4% of the respondents felt very low in the level of motivation after attending training and development programmes.

TABLE 11: LEVEL OF SUPPORT PROVIDED BY THE TRAINER DURING TRAINING PROGRAMMES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Very high	64	42.6
2	High	46	30.7
3	Moderate	20	13.3
4	Low	10	6.7
5	Very low	10	6.7
	Total	150	100

Interpretation & Analysis: The above table indicates that 42.6% of the respondents felt very high, 30.7% of the respondents felt high, 13.3% of the respondents has moderate opinion, 6.7% of the respondents felt low and 6.7% of the respondents felt very low in the level of support given by the trainer during training programmes.

TABLE 12: ACHIEVEMENT OF LEARNING OBJECTIVES

S. No	Opinion	No. of Respondents	Percentage (%)
1	Completely met	47	31.3
2	Met	58	38.6
3	Somewhat met	26	17.3
4	Unmet	10	6.7
5	Completely unmet	9	6
	Total	150	100

Interpretation & Analysis: The above table indicates that 31.3% of the respondents completely met, 38.6% of the respondents has met, 17.3% of the respondents has somewhat met, 6.7% of the respondents has unmet and 6% of the respondents has completely unmet their personnel learning objectives in the training and development programmes.

FINDINGS

1. Only 42% of the respondents strongly agreed that training and development programmes increases their skills, knowledge and attitude.
2. Only 28.6% of the respondents strongly agreed that training leads to better productivity in quality and quantity.
3. Only 28.6% of the respondents agreed that training will cultivate competition among employees in the organization.
4. 30% of the employees felt very easy in the level of difficulty after attending training and development programmes.
5. 30.7% of the respondents felt very high support provided by the trainer during training and development programmes.
6. Only 31.3% of the respondents of the employees completely met the learning objectives in the organization.

SUGGESTIONS

1. Training methods have to be re-equipped with interpersonal skills, individual needs and other motivational techniques.
2. Training department should critically evaluate training needs for an individual in case of Change in Role, Location or Job Enlargement/Enrichment.
3. The company must provide advanced techniques in order to improve the quality of training and to improve the productivity.
4. The company must provide complete information about training programmes which helps to individual goals. So, they can work towards achieving organizational goals.

CONCLUSION

If you are hesitant about investing in training, you should know that your concerns are probably well founded. The training field is full of well-meaning but ill-equipped trainers, even in prestigious firms. Unfortunately, less competent trainers give the field a bad name, but rest assured there is a lot of good training carried out by skilled professionals. The trick is to identify them, and their strengths.

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