



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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MEASURING IMPACT OF TRAINING ON DEVELOPMENT: A STATISTICAL APPROACH

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ABSTRACT

An organization can have the greatest business model in the world and the best systems, but if its people can't handle the growth its doomed. Managers need to develop competencies to deal with the turbulence of change. This study proposes employee training relationship with development at workplace. Relationships between training and development were empirically found. Few researchers have found consistence evidence of their effect on outcomes. Chi-square independence and nominal symmetric measures were adopted to test the model. The results shows that training is positively influence to develop of both employee and organization. To know the impact of training programs on employee's development, 105 employees are considered for analysis by using SPSS. Implications of the findings and conclusions for organizations are discussed.

KEYWORDS

Employee development, Impact of training, SPSS, Training and development and Upgrading competencies.

INTRODUCTION

In the past human resources were considered a cost to be controlled. In the new economy it is an asset to be developed. Most companies now or in the near future will face a severe shortage of all types of labour, others indicate that the labour supply will be sufficient but that a rebounding economy will create pressures for companies to secure workers with the right skill sets. Much will depend on the balance between economic growth and technological innovation. External environment changes most often results in internal changes and every time more or less impact on employment skills. However it also creates new jobs that require higher levels of knowledge or skill than the old jobs it eliminated. Organizations are social units where individuals are conscious of their membership and legitimize their cooperative activities primarily by reference to the attainment of impersonal goal. The new competitive standards such as variety of products demanded by consumers, customization of products and services, affordability of convenience by consumers, and shorter product cycles times effect organizational structures, requiring a move away from top down systems towards more flexible networks and cohesive work teams. Technical Changes result in new work process and procedures require constant updating of employer specific technical knowledge. In a world of rapid change, obsolescence is an interminable danger and if skills don't enhance it is like hitting axe on our own feet. As technology replaces more of the hands on work, more employees will be dedicated to service functions where they will spend more time face to face with co-employees and customers. The belief in organizing development programs for workers has taken root after the growing realization by corporate that about 80% of the people or workers and they can make or break the organization and its impact can be measured at several levels of economy, the organization and the employees. Hence, most of the forward looking organizations have focused on developmental programs using the term training to also signify development programs. As training is being increasingly used as a major tool for developing competencies and improving performance in various fields all over the world and companies has begun investing time, money and efforts in exploring ways and means to improve its delivery. Considering the present practices in the corporate sector we may say that the term training is being used for all types of development programs. In addition to technical training with regard to there jobs and machines development programs are being conducted in attitudinal, behavioral and self development areas for employees. A whole set of skills and competencies and a wider range of knowledge is required in the new economy where as training and development has become a critical tool to enable organizations to survive and compete which makes demonstrable difference in the ability to meet the new competitive standards with improved agility to an organization by providing required or forecasted knowledge, skills, attitudes, behavior and competencies which enable them to effectively carry out the machine and objectives of the organization and also continuously gain returns on investment to satisfy needs of customers, stake holders and employees. Finally, there is the issue of attracting and retaining the best people in the industry, which is critical to the success of any organization and is also a very real problem in the pharmaceutical industry at the moment. Developing the skills of employees is now seen as one of the attractions of a good employer and ensuring good personal skills development acts as a retention tool.

PERCEPTIONS OF TRAINING

An organization can have the greatest business model in the world and the best systems, but if its people can't handle the growth its doomed. If the organization is not investing in training then it should think about all the organizations that are being admired as models for doing business right. They do business right because they have got not only good training programs but training is a part of their culture. Thus if the organization wants to breathe some life into its operation then it should start investing in its people by training and developing them. Organizations have begun to realize that training is tool not only for getting better job performance but also for creating organization-wide adaptability of good culture for healthy environment under the management roof. As the business environment has been and will continue to be changing rapidly these days and companies have to adapt so much faster than before to remain competitive along with increased diversity of the workforce, legal and organizational policy requirements and sanctions relating to discrimination and harassment. This will force companies in most industries to constantly realign their activities to meet new conditions. This requires people at all levels in the organization to be able to make day-to-day decisions that are linked to strategy. Likewise training activities will also need to be continually realigned to support the strategic direction of the company and the people who carry it out. The competitive environment even without technical innovation demands that organizations continuously upgrade the knowledge of their workforce. Consumer demands for higher quality products and services and the fiercely competitive global economy require employees at every level who are more knowledgeable, more committed to quality, show better judgment, and demonstrate more competencies than ever before. In today's competitive business environment most companies have minimized the time it takes to move a product from the idea stage to the marketplace. This however puts great strains on the ability of the knowledge workers to be up to speed on the new products. The smart companies are now making time to knowledge as important as time to market. One of they are accomplishing this is by getting the training department involved early in the product development stage. Innovative knowledge delivery systems and increased breadth of training opportunities are other ways in which companies are creating more knowledgeable workers more quickly. A more knowledgeable workforce is double-edged sword for management. It completes the work with high efficiency in a given time frame. Here, training must be seen as integral part of the organization's performance improvement system. If not it will continue to be seen as a cost center, providing less values contributions to the organizations. It helps to educate employees regarding mission, strategy, and objectives of the organization, and how these objectives translated to each employee's job behaviors. Today's generation of employees have different values, demanding a more balanced lifestyle and more focus on their needs, then their predecessors. The advancement of technology will assist in meeting the lifestyle needs of the current generation by allowing more employees to work outside company walls. These new work arrangements will require new workflow systems and management processes and training will be a key tool in this change process. Companies will need to figure out how to meet the different needs if their generational cohorts and fill the knowledge and leadership gaps. The fact is that one of the most powerful tools we have at our disposal to change the performance and help people to adapt more readily to that change is learning. Today's market preferences are changing with lightning fast speed and to

organizations does not have any other alternate except cope up along with change and management have to bring out the opportunities out of them and moreover they should come out with effective training structure as a continuous performance improved process that is integrated with other systems and business strategies. During the training programs employees learn new habits, refined skills and use of knowledge during the training that helps employees in improved output. The success of any organization lies in well trained and effective employees.

PERCEPTIONS OF DEVELOPMENT

Human resources are the key resource which provides an organization its competitive advantage. Organization need continual up gradation of employees skills to maintain effective performance in order to realize their full potential so that the organization can sustain its competitive edge. The intent of development is to provide knowledge and understanding that will enable people to carry out their respective functions with more efficacies including problem solving, decision making and relating to people. As the development is flexible and continuous process linking an individual development to the goals of the job and organization as well as it provides the opportunity to acquire leadership qualities in a broad ways of core competencies that can be applied to many jobs in the organizations. Increasingly developing is seen more as the liability of individual employees rather than organization. Expanding employees core competencies will improve agility of the employees. The developed employees to be sure act as facilitators, guide to their own knowledge, to others and moreover they become mentor by themselves causes to reduced cost of supervision by handling the errors help them to become professional in their area. Development is relatively permanent change in the ability to exhibit behavior. This change occurs as a result of successful or unsuccessful experience content based intervention, leading to desired changes in behavior. It makes the employees usually know what goal they want to attain which causes to improve morale and accountability at workplace. These development attitudes increase the confidence levels and they show willingness to take additional risk to do new things. Systematic and planned effort, for more oriented towards broadening and individual skills for the future responsibilities. This is indispensable because in the success and the growth of an organization depends primarily on the managerial personnel which broadly covers technical knowledge along with proficiency in maintaining human skills concerned with employee relation skills for effective working and collaborative skills. Here conceptual skills are concerned with general management skills such as visioning, modeling, and in formulating strategic plans etc. The crucial requirement in the training in the modern organizations is the need to shift the emphasis from the delivery of content to the development of learning capability of employees. Continuous development of employees in today's highly competitive and complex business scenario is essential for the survival and success of an organization. Therefore, development is sound business proposition when aligned with organizational objectives and mission. Organization can capitalize on their technology, business strategies and physical and financial resources fully when their employees are capable and competent.

NEED FOR THE STUDY

The company deals with pharmaceutical products, where a marginal or negligible mistake causes to wrong assumptions which spoil human lives sometimes even occurrence of death and here there is no chance of mistake. For products like medicines which give new life 99% is not enough to market the products, as company believes 100% confidence level. The employees should possess complete competencies and/or professional. Pollution, research and development, technology, new diseases and others demand to improve the competencies of employees otherwise, they will be doomed.

OBJECTIVE

- To know and identify the impact of training programs on employees and organizational development.

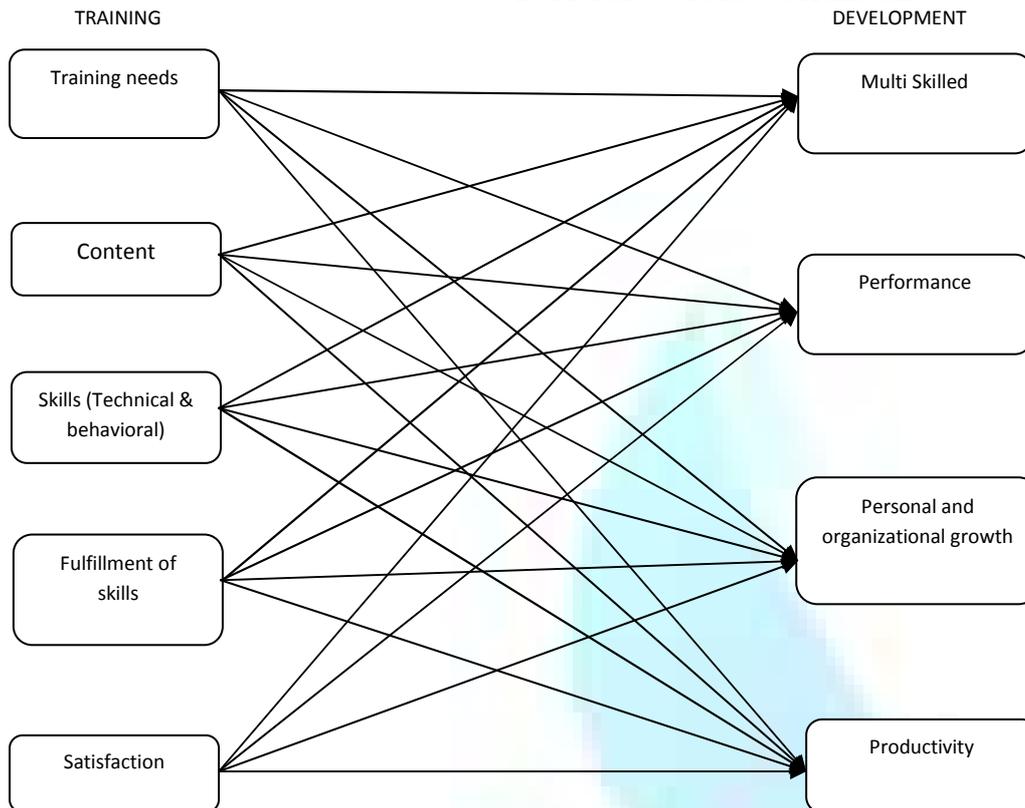
STATISTICS IN BUSINESS MANAGEMENT AND DEGREE OF ACCURACY:

In any research degree of accuracy or precision desired by the investigator in his estimates or results is essential before starting any statistical enquiry. There is an increasing realization of the importance of statistics in various quarters. In any statistical enquiry perfect accuracy in final results is practically impossible to achieve because of the errors in measurement, collection of data, its analysis and interpretation of results. To be utilized in attaining it and a reasonable accuracy is enough to draw valid inferences. In planning the operations, setting the standards, and to control the functions etc. these are three main areas where statistics can be found useful in business enterprise.

After industrial revolution the developments in business activities have taken much unprecedented dimensions both in the size and the competition in the market that the activities of most of the business enterprises and firms are confined to not only to one particular locality, town or place but larger areas. Some of the leading houses have the network of their business activities in almost all the leading towns and cities of the country and even abroad. Accordingly it is impossible for an owner or concerned to look after its activities and management has become a specialized job. The manager and the team of management executives are imperative for efficient decisions of various operations in and out of business house. Modern business has its roots in the accuracy and precision of the estimates and statistical forecasting regarding the future demand for product, market, trends and so on. Business forecasting techniques which are based on complication of useful statistical information on lead and lag indicators are very useful for obtaining estimates which serve as a guide to future monetary events. Before embarking on any production process, the business house must have an idea about the quantum of the product to be manufactured, the amount of the raw material and labour needed for it, quality of the finished product, marketing avenues for the product, the competitive products in the market and so on. Thus the formation of business plan is must and this cannot be achieved without collecting the statistical information on the above items without resorting the powerful technique sample surveys. As such most of the leading business and industrial concerns have full-fledged statistical units with trained and efficient statisticians for formulating such plans and arriving at valid decisions in the face of uncertainty with calculated risk and even modern human resource managers are now responsible for both employee's productivity and organizational sustainability. This is the sphere in business where statistical methods were successful and even used for fixation of wage rates, incentive norms and performance appraisal of individual employees. For statistical calculations inputs are collected or observed values but employee is a combination of physical and psychological constituents who drives by central nerve system according to situation. Due to dynamism in response of the employees it increases the difficulty in understanding and data may or may not be normal. This limitation has led to the developments of a number of alternative techniques in statistics which are known as non-parametric tests. These tests provide us more accuracy or precision desired by the management in their estimates or results is essential before and after any enquiry.

MODEL STUDY

FIG. 1: INFLUENCE OF TRAINING ON DEVELOPMENT



SURVEY METHOD AND TECHNIQUE

150 questionnaires were supplied to the employees of various departments of Dr. Reddy's Lab, Hyderabad. However simple random sampling without replacement (srswor) and structured – non - disguised questionnaire methods were used. Out of 150 only 132 responses were collected and 105 (79.54) were found suitable for the purpose of further analysis.

STATISTICAL TOOLS

To draw valid conclusions and test them empirically, before starting the non parametric test the data was tested using mean, median, mode and skewness. Thus test represented the data is skewed. Thus an extensive statistical technique of Chi-square independence was used to examine the relationship between training and development variables. To further determine strength and significance of relationship, cramer's V and contingency coefficient tests were also determined. These statistical tests on data were made by using SPSS. Literature offers some guidelines i.e., When mean, median and mode do not have the same value in a distribution, then it is known as skewed distribution. The direction of skewness is determined by ascertaining whether the mean is greater than the mode or less than the mode. If it is greater than the mode, then skewness is positive. But when the mean is less than the mode, it is negative. The difference between the mean and mode indicates the extent of departure from symmetry. A low significance value of Chi-square independence test typically below 0.05 indicates that there may be some relationship exists but it does not indicate strength of the relationship. The nominal symmetric measures indicate both the strength and significance of the relationship and the value ranges from 0 to 1.

TRAINING MEASURES

PERFECT SYSTEM FOLLOWED FOR IDENTIFICATION OF TRAINING NEEDS

Every organization should follow appropriate methods and techniques to identify the training needs as the remaining planning wholly depends on this. The respondents were asked to rate the statement on a five - point scale (Excellent, Very good, Good, Satisfactory, Poor) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 2.62, Median = 3, Mode =2, Skewness = 0.835. As the test indicates the mean is greater than mode. Thus, it is positive skewness. The Cronbach's alpha value = 0.9382.

TRAINING CONTENT MATCH THE SKILL REQUIREMENT

The learned competencies will be implemented by the employees in the future. So, what organization wants to be performed by their employees depends on how you train them. The respondents were asked to rate the statement on a five - point scale (Strongly Agree, Agree, Cannot say, Disagree, Strongly disagree) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 1.91, Median = 2, Mode =2, Skewness = -1.407. As the test indicates the mean is less than mode. Thus, it is negative skewness. The Cronbach's alpha value = 0.8963.

COMBINATION OF SKILLS

Trend analysis demands several set of behaviors at work place and it has become equally important to all employees, they should learn attitudinal skills to bring out the excellence at work place. The respondents were asked to rate the statement on a five - point scale (Equal combination, More technical, More behavioral, Depends on employees requirement, depends upon company's requirement) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 2.73, Median = 2, Mode = 1, Skewness = 0.256. As the test indicates the mean is greater than mode. Thus, it is positive skewness. The Cronbach's alpha value =0.894.

TRAINING FULFILL REQUIREMENT OF COMPETENCIES

When the employee possess all competencies then, they will become an asset to organization otherwise vice-versa. The respondents were asked to rate the statement on a five - point scale (Strongly Agree, Agree, Cannot say, Dis Agree, Strongly disagree) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 2.28, Median = 2, Mode =2, Skewness = 1.803. As the test indicates the mean is greater than mode. Thus, it is positive skewness. The Cronbach's alpha value = 0.938.

OVERALL SATISFACTION WITH TRAINING PROGRAMS

Every training program cannot accomplish all the requirements of trainees but, if they feel satisfied results towards positive attitudes at work place. The respondents were asked to rate the statement on a five - point scale (Highly Satisfied, Partially satisfied, Satisfied, Dissatisfied, highly dissatisfied) as to indicate

their agreement to the statement to their feel and support from the organization. Mean = 1.93, Median = 2, Mode =2, Skewness = 1.075. As the test indicates the mean is less than mode. Thus, it is negative skewness. The Cronbach's alpha value = 0.9323.

DEVELOPMENT MEASURES

TRAINING MAKES THE EMPLOYEES MULTI SKILLED

The environment demands the expertise at job along with managing the things according to situation is the other side of the coin expected by the organization. The respondents were asked to rate the statement on a five - point scale (Strongly agree, Agree, Cannot say, Disagree, Strongly dissatisfied) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 1.85, Median = 2, Mode = 2, Skewness = 0.589. As the test indicates the mean is less than mode. Thus, it is negative skewness. The Cronbach's alpha value = 0.8742.

IMPROVES THE PERFORMANCE:

Every organization expects healthy performance which is to be converted in monetary and implements several strategies for it because performance is the ultimate motto. The respondents were asked to rate the statement on a five - point scale (Strongly agree, Agree, Cannot say, Disagree, Strongly dissatisfied) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 2.46, Median = 2, Mode = 2, Skewness = 1.158. As the test indicates the mean is greater than mode. Thus, it is positive skewness. The Cronbach's alpha value = 0.8843.

TRAINING CONTRIBUTES TO PERSONAL AND ORGANIZATIONAL GROWTH

When the employee contributes either in monetary or non-monetary give benefits to organization directly or indirectly. The respondents were asked to rate the statement on a five - point scale (Strongly agree, Agree, Cannot say, Disagree, Strongly dissatisfied) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 1.94, Median = 2, Mode = 2, Skewness = 1.226. As the test indicates the mean is less than mode. Thus, it is negative skewness. The Cronbach's alpha value = 0.8905.

TRAINING PROGRAMS ADD VALUE TO PRODUCTIVITY

Today's environment expecting not only completion of the work properly but getting the identify and values for it is most preferred. The respondents were asked to rate the statement on a five - point scale (Strongly agree, Agree, Cannot say, Disagree, Strongly disagree) as to indicate their agreement to the statement to their feel and support from the organization. Mean = 2, Median = 2, Mode = 2, Skewness = 1.278. As the test indicates the mean is equal mode. Thus it is considered as normal distribution. The Cronbach's alpha value = 0.8883.

1) HYPOTHESIS

H₀: There is no relationship between impacts of Perfect system followed to identify training needs on development.

H₁: Relationship is exists between impacts of Perfect system followed to identify training needs on development.

TABLE 1: PERFECT SYSTEM FOLLOWED TO IDENTIFY TRAINING NEEDS

Chi- Square							Symmetric Measures			
SL.NO	Variables	d.f	Table Value @ 5% Level of Significance	Calculated Value	Asymp. Sig. (2-sided)	Accept H ₁	Cramer's V		Contingency Coefficient	
							Value	Approx. Sign	Value	Approx. Sign
1	Improve performance	12	21.026	158.161	0.000	Yes	0.709	0.000	0.775	0.000
2	Multi skilled	12	21.026	161.945	0.000	Yes	0.717	0.000	0.779	0.000
3	Personal & organizational growth	16	26.296	163.854	0.000	Yes	0.625	0.000	0.781	0.000
4	Value addition in productivity	16	26.296	160.439	0.000	Yes	0.618	0.000	0.777	0.000

Source: Primary data

INFERENCES

For all the above variables Chi-square Asymp.sig values are less than 0.05 indicates there is an existence of relationship between perfect system followed to identify training needs for development and Chi-square calculated values are also greater than chi-square table values at 5% level of significance falls into rejection region there fore we accept alternative hypothesis (H₁). The cramer's V and contingency coefficient values of symmetric measures of training make the employees multi skilled (0.717 and 0.779) which improve the efficiency of employees at workplace and it also improve performance (0.709 and 0.775) of the employees causes to higher productivity indicates strong strength and significance of relationship with perfect system followed to identify training needs than others. Symmetric measures for Personal & organizational growth (0.625 and 0.781) and Value addition in productivity (0.618 and 0.777) indicates the strength and significance of their relationship is fairly satisfactory.

MANAGERIAL IMPLICATIONS

Examining the organizational, operational and person analysis practices is more crucial to identify the training needs. Operational analysis provides the information about expected performance and person analysis provide the information about actual performance in the current environment. The specific gap enable the management to focus on skill requirement of current and future changes and verify the gap to identify specific reasons for KSA deficiency, reward/punishment incongruence, Inadequate feedback, obstacle in the system are needed to overcome. Results of above table : 1 indicate healthy strength of relationship between Perfect system followed to identify training needs for development. It means the methods and techniques which were implemented by the management for training need analysis was helpful in their further development at work place. The system identified to make their employees multi skilled and improve the performance of the work force. Secondarily needs are identified for personal and organizational growth and in adding the additional values to improve productivity at work place.

2) HYPOTHESIS

H₀: There is no relationship between impacts of content of training program on development.

H₁: Relationship is exists between impacts of content of training program on development.

TABLE 2: TRAINING CONTENT MATCH THE SKILL REQUIREMENT

Chi- Square							Symmetric Measures			
SL.NO	Variables	d.f	Table Value @ 5% Level of Significance	Calculated Value	Asymp. Sig. (2-sided)	Accept H ₁	Cramer's V		Contingency Coefficient	
							Value	Approx. Sign	Value	Approx. Sign
1	Improve performance	6	120592	137.035	0.000	Yes	0.808	0.000	0.752	0.000
2	Multi skilled	6	12.292	74.926	0.000	Yes	0.597	0.000	0.645	0.000
3	Personal & organizational growth	8	15.507	137.035	0.000	Yes	0.808	0.000	0.752	0.000
4	Value addition in productivity	8	15.507	148.667	0.000	Yes	0.841	0.000	0.766	0.000

Source: Primary data

INFERENCES

For all the above variables Chi-square Asymp.sig values are less than 0.05 indicates there is an existence of relationship between training content match the skill requirement for development and Chi-square calculated values are also greater than chi-square table values at 5% level of significance falls into rejection region there fore we accept alternative hypothesis (H₁). The cramer's V and contingency coefficient values of symmetric measures for (0.841 and 0.766) value addition in productivity upgrade the efficiencies of the employees to match the current and future requirements of the environment is indicate strong strength and significance of relationship with training content match the skill requirement than others. Symmetric measures for Personal & organizational growth (0.808 and 0.752) and improve performance (0.808 and 0.752) indicates the strength and significance of their relationship is fairly satisfactory. A symmetric measures value for content is useful to become multi skilled is (0.597 and 0.645) indicate satisfactory relationship but when compared with other development variables in the table: 2 indicate the relationship is fairly weak one.

MANAGERIAL IMPLICATIONS

The content will be dependent on trainer and trainee. The trainer has to understand the organization culture and climate. The outcome of the employees completely depends on what and how best they were trained in the training sessions and any faulty assumptions after need analysis causes deviate the objectives along with wastage of time, money and other resources. The percentage of content match with the required competencies similar percentage of improvement will be expected. The primary responsibility of every training program is to match the content with its objectives. The above table: 2 results indicate the strong relationship between content of the training program with development variables it means the content of the training program is similar and match the required skills to increase to means of production. The content of the training program is primarily focused to improve value addition in productivity of the employees. Secondly the content is also helpful for personal and organization growth, to improve performance for better means of production and in making the employee's multi skilled.

3) HYPOTHESIS

H₀: There is no relationship between impacts of combination of skills in the training programs on development.

H₁: Relationship is exists between impacts of combination of skills in the training programs on development.

TABLE 3: COMBINATION OF SKILLS IN TRAINING PROGRAMS

Chi- Square							Symmetric Measures			
SL.NO	Variables	d.f	Table Value @ 5% Level of Significance	Calculated Value	Asymp. Sig. (2-sided)	Accept H ₁	Cramer's V		Contingency Coefficient	
							Value	Approx. Sign	Value	Approx. Sign
1	Improve performance	12	21.026	129.208	0.000	Yes	0.640	0.000	0.743	0.000
2	Multi skilled	12	21.026	98.924	0.000	Yes	0.560	0.000	0.696	0.000
3	Personal & organizational growth	16	26.296	161.206	0.000	Yes	0.620	0.000	0.778	0.000
4	Value addition in productivity	16	26.296	138.778	0.000	Yes	0.575	0.000	0.755	0.000

Source: Primary data

INFERENCES

For all the above variables Chi-square Asymp.sig values are less than 0.05 indicates there is an existence of relationship between Combination of skills in training programs for development and Chi-square calculated values are also greater than chi-square table values at 5% level of significance falls into rejection region there fore we accept alternative hypothesis (H₁). The cramer's V and contingency coefficient values of symmetric measures for improve performance (0.640 and 0.743) indicate strong strength and significance of relationship with Combination of skills in training programs than others. Symmetric measures for Personal & organizational growth (0.620 and 0.778), Value addition in productivity (0.575 and 0.755) and multi skilled (0.560 and 0.696) indicates the strength and significance of their relationship is fairly satisfactory.

MANAGERIAL IMPLICATIONS

Pharmaceutical industry also requires team working skills within a project development setting. Prospective employees will need to be able to explore group dynamics and group development. They should also have some experience in team building. Furthermore, like in most industrial sectors and every work of life, effective communication and adequate presentation skills is an essential thing to have. Other skills that are necessary within the pharmaceutical industry include risk analysis, problem solving and decision making. Employee should also possess effective time management skills and delegation techniques. You might also have to work with team members in remote locations. Writing skills and having a comprehensive understanding of the regulatory issues within the pharmaceutical industry is also an important asset. The combination requirement changes due to internal and external many of the situations external only and it may vary based on the job, profile, department etc. In the current situation test shows the satisfactory results about strength of relationship which indicate the organization is followed necessary combination of technical/behavioral skills to upgrade their employees skills to match with environmental requirements. Trend analysis indicates regular improvement in technical along with behavioral skills is necessary for sustainability. The combination of skills has improved the employees performance. Secondly it was helpful to grow personally along with organizational growth by additions for improved value of productivity and to become multi skilled employee.

4) HYPOTHESIS

H₀: There is no relationship between impacts of fulfillment of required competencies on development.

H₁: Relationship is exists between impacts of fulfillment of required competencies on development.

TABLE 4: TRAINING FULFILLS REQUIREMENT OF COMPETENCIES

Chi- Square							Symmetric Measures			
SL.NO	Variables	d.f	Table Value @ 5% Level of Significance	Calculated Value	Asymp. Sig. (2-sided)	Accept H ₁	Cramer's V		Contingency Coefficient	
							Value	Approx. Sign	Value	Approx. Sign
1	Improve performance	12	21.026	194.117	0.000	Yes	0.785	0.000	0.806	0.000
2	Multi skilled	12	21.026	259.949	0.000	Yes	0.908	0.000	0.844	0.000
3	Personal & organizational growth	16	26.296	212.010	0.000	Yes	0.710	0.000	0.818	0.000
4	Value addition in productivity	16	26.296	215.512	0.000	Yes	0.716	0.000	0.820	0.000

Source: Primary data

INFERENCES

For all the above variables Chi-square Asymp.sig values are less than 0.05 indicates there is an existence of relationship between training fulfill the requirement of competencies for development and Chi-square calculated values are also greater than chi-square table values at 5% level of significance falls into rejection region there fore we accept alternative hypothesis (H₁). The cramer's V and contingency coefficient values of symmetric measures for training make employees multi skilled (0.908 and 0.844) which improve the efficiency of the employee at workplace to indicate strong strength and significance of relationship with training fulfill the requirements of competencies than others. Symmetric measures for Improve performance (0.785 and 0.806), value addition in productivity (0.716 and 0.820) and Personal & organizational growth (0.710 and 0.818) indicates the strength and significance of their relationship is fairly healthy.

MANAGERIAL IMPLICATIONS

Causes for poor performance may vary between employees and content of training programs cannot satisfy all the requirements of every employee. The content will be decided based on the common problems faced by majority of the employees. New methods and techniques will be implemented in the pedagogy for fast and easy learning to trainees though; it will be unable to fulfill complete skill requirements of all employees. How much extent the content and pedagogy has match with individual trainee needs only the similar skill enhancement will be expected in future. The ultimate motto of the training programs is to fulfill the needed competencies of the employees. Accomplishing the needed competencies (Technical/Behavioral) results in improved output and vice-versa. The test results in table: 4 indicates the healthy relationship between training and development variables by which it may be stated that the management is almost succeeded in filling the required inputs. The training programs are majorly accomplished the competencies in making employees to perform multi skills. The information of training programs is also improved employees performance, by providing the additions in the values for improved productivity and for the growth of personal and organization.

5) HYPOTHESIS

H₀: There is no relationship between impacts of overall satisfaction of training programs on development.

H₁: Relationship is exists between impacts of overall satisfaction of training programs on development.

TABLE 5: OVERALL SATISFACTION WITH TRAINING PROGRAMS

Chi- Square							Symmetric Measures			
SL.NO	Variables	d.f	Table Value @ 5% Level of Significance	Calculated Value	Asymp. Sig. (2-sided)	Accept H ₁	Cramer's V		Contingency Coefficient	
							Value	Approx. Sign	Value	Approx. Sign
1	Improve performance	9	16.919	168.115	0.000	Yes	0.731	0.000	0.785	0.000
2	Multi skilled	9	16.919	127.384	0.000	Yes	0.636	0.000	0.740	0.000
3	Personal & organizational growth	12	21.206	193.553	0.000	Yes	0.784	0.000	0.805	0.000
4	Value addition in productivity	12	21.206	215.871	0.000	Yes	0.828	0.000	0.820	0.000

Source: Primary data

INFERENCES

For all the above variables Chi-square Asymp.sig values are less than 0.05 indicates there is an existence of relationship between overall satisfaction of employees on training programs for development and Chi-square calculated values are also greater than chi-square table values at 5% level of significance falls into rejection region there fore we accept alternative hypothesis (H₁). The cramer's V and contingency coefficient values of symmetric measures for training improve Value addition in productivity (0.828 and 0.820) of the employee at workplace indicate strong strength and significance of relationship with overall satisfaction on training programs than others. Symmetric measures for Personal & organizational growth (0.784 and 0.805) and Improve performance (0.731 and 0.785) indicates the strength and significance of their relationship is fairly healthy. Symmetric measures value 0.636 and 0.740 of variable training makes the employee multi skilled indicates satisfactory relationship but when compared with other development variables indicate the relationship is fairly satisfactory one.

MANAGERIAL IMPLICATION

The satisfaction can be seen based on content, pedagogy, trainer, presentation skills, knowledge of resource person, environment and many others. It also depends on expectation and considerations of trainees for their satisfaction but in many of the situation satisfaction depends on the accomplishment of their needed skills. The test results in table: 5 indicates the healthy relationship between variables Overall Satisfaction in comparison with development which means most of the employees feel satisfied with the conducted training program at organization. The respondents are highly satisfied with the additions occurred by the training programs are more valued for improved productivity. The respondents are given satisfied response for their growth of personal and organizational by training programs and also for their improved performance. Respondents are also satisfied by becoming multi skilled but compared to others it was least preferred.

FINDINGS AND CONCLUSIONS

Need analysis has identified five needs to train employees. First identification is to make their employees multi skilled to match with the current and future scenarios of the environment. The content of the program has included with technical/behavioral skill though, it was moderately satisfied the employees but accomplished the required skills of the employees to perform multi tasks. Second identification is to improve the performance of the employees. The content of the training program was accomplished the requirement of employees by providing the combination skills for their improved performance and moderately satisfied response was given by the employees about their performance improvement. Thirdly, the growth of personal and organization is the next identification; technical/behavioral skills are focused in the content to achieve this need. Satisfactory feedback was given by the employees for accomplishing the required skills for their personal and organizational growth. Accomplishing the work in the way organization should be benefitted by employees productivity

and how much these outputs provide benefits to the organization in the form of monetary and/or non-monetary. The similar level of value will be received from organization for their skills and contributions. Finally, need analysis has identified how to improve the values for employee's productivity. The test results shows that content of the program majorly focused on this need but the combination of skills are not fully concentrate on this need. Employees are satisfied as the training programs have moderately accomplished the required competencies.

The need identification has properly identified, technical/behavioral combination of content is accepted (Moderately or highly) by the employees. Though fluctuations in the acceptance levels are observed but, the training programs has accomplished the needed competencies of the employees and also accepted that these training programs are useful and benefitted for development. There are some deviations are observed in the test results between training and development variables but finally the employees given satisfactory response. So, it can be assumed that these deviations in the statistical results may be due to fluctuations in sample data, individual perceptions and change in departmental needs.

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