

**Effectiveness of Training and Development Practices on Employee
Performance in Venkateswara Steels and Springs (India) Pvt Ltd**

LAKSHIMI PRIYA K

(Reg No.20PBM010)

A Major Project Report Submitted to

**Avinashilingam Institute for Home Science and Higher Education for Women,
Coimbatore – 641043**

In Partial fulfillment of requirements for the degree of

Master in Business Administration

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CERTIFIED BONAFIDE RESEARCH WORK

Signature of the
Supervisor

Signature of the
Head of the Department

Signature of the
External Examiner

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SYNOPSIS

The study aimed to determine the effectiveness of Training and Development on employee performance in Venkateswara Steels and springs. Descriptive research is used in the study. The convenience sampling technique saves time and makes the process more convenient. The sample size of the study is 142. The current study is based on questionnaire data collected from individuals. The data was collected through the survey method and then analyzed using SPSS. The study found that most of the respondents were aged from 25 to 35 years in the study. However, the study reveals that most of the respondents are male, and have a diploma degree. The researcher gathers the information mostly from the employee who has 0 to 5 years of working experience and earns Rs. 10,000 to Rs. 25,000 per month. The ANOVA result shows no difference exists between the training need analysis and education qualification and between the training delivery style and working experience.

Furthermore, the correlation outcome shows that training and development practices positively correlate with the employee performance in Venkateswara Steels and springs. The study also concluded that in all the identified determinants, employees' thoughts are sufficient to show their considerable importance in effective training. Based on the findings, management might adapt and build new modules in the training and development program to best use of employees' resources.

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CHAPTER-I

INTRODUCTION

1. INTRODUCTION

The training aims to increase employee knowledge, whereas development prepares employees for future duties (George & Scott, 2012). Training and Development in the workplace refers to ongoing efforts to improve employee skills and competencies. HRM is widely used in the United Kingdom, the United States, and Japan. Given its immense natural resources and financial assistance, a developing country like India can achieve economic success provided it invests in and develops its people's resources. Every component and function of a business involves people. Management will fail if their staff are incompetent (SKAC).

They understand that staffing a company with talented employees is critical to its success, whether large or small. Informal education cannot provide job-specific skills, knowledge, or talents. Most employees require extensive training to contribute to the company's growth significantly. To remain adaptable and productive in their jobs, they must constantly update their knowledge and abilities. Employees must see proof of management's commitment to their education to feel appreciated by their company. Each new employee must receive suitable technical and organizational integration training. Training and development are issues that all firms encounter. It aims to improve human resource effectiveness and efficiency by developing staff competencies. Employees encouraged to associate with the brand can win "hearts and minds" (Armstrong, 2009). Employees must be well trained to perform well. Employers who use these tactics are more likely to be motivated. The level of external and internal change, the currently available skills, and the extent to which an organization regards training as a primary force in the workplace influence training performance and efficacy (Cole, 2002). Business training can be erratic and unsystematic at times. The workouts are then constructed and executed as usual.

1.1. Theoretical background of the study

Training

The training imparts new and existing employees the core skills required to carry out their jobs effectively. On the other hand, training increases an employee's knowledge and capacity to perform their job.

As a result, training is defined as presenting and observing procedures carried out to assist organizational members in acquiring and implementing the appropriate data, talents, and perspectives for improved employee performance.

"Training is improving an employee's knowledge and abilities required to accomplish a given job," says Flippo.

Armstrong defines it as "the systematic adjustment of behavior through learning due to education, instruction, development, and planned experience."

"Training is a technique that enhances employees' attitudes, abilities, and competence to execute specified jobs," says Michael Jucious

As a result, training can be defined as a program that tries to improve an employee's existing knowledge to equip him better to execute his current task or shape him into a candidate for a higher-level position with more responsibilities. In other words, training is a type of education that tries to make a relatively permanent change in a person's ability to do their occupation.

Need for training

This is the process of enhancing an individual skill and ability to increase their performance in the organization. Also, on-job training is available in all firms. It indicates the difference between employee and job requirements. Furthermore, it is no longer arguable to train workers in all structured domains of human activity.

Indeed, in recent years, commercial enterprises and academic institutions, professional associations and agencies, and the government have all recognized training as an essential activity.

University/college teachers, for example, must attend one orientation and two refresher courses to improve their knowledge and abilities for work (teaching) performance. Various factors have led to businesses noticing and appreciating the need for employee training.

Venkata Ratnam and Srivastava have outlined the following conditions:

- Organizations in the public, commercial, and government sectors perform sub-optimally.
- The growing chasm between project planning, implementation, and completion.
- Technological progress necessitates the acquisition of new information, talents, and skills.
- A rise in the quality of managers and employees.
- As the general environment becomes more uncertain and complex, businesses must become more adaptive and agile.
- The need for both individuals and corporations to grow quickly.
- To address issues posed by global competition.
- To enhance human potential and give creative impulses a voice.
- To make job changes easier for employees.
- To bridge the knowledge and skill gap between employees and job needs.

Expertise in Training Domains

Employees are given knowledge-transfer training that incorporates facts, information, and principles relevant to their job. Knowledge-based training, in general, looks at three factors: job context, job content, and work quality.

Technical Expertise

Employees in this sector are taught how to do physical tasks or actions such as operating a machine, working with a computer, and making judgments using mathematical tools. It's similar to induction training.

Social Skills

This field's training is broader in scope, covering various topics. Individual and team growth is the objective of this training area. As a result, employees are given the training to help them acquire and perfect behavioral and human relations skills that will help them improve their interpersonal interactions, teamwork, and effective leadership.

Techniques

This type of training comprises instructing individuals on applying their knowledge and abilities in dynamic situations.

Attitudes Included in this category are orientation or induction programs that help employees acquire more positive attitudes toward achieving corporate goals. Employee attitudes are developed through training programs that enhance the efficient execution of company tasks and instill a culture of teamwork and loyalty.

Experience

It is not something that can be taught or imparted in a classroom setting. It is gained by the repeated application of information, skills, procedures, and attitudes in various professional settings. Experience sharpens one's skills.

The Importance of Training

"If you give a man a fish, you have given him a meal. Teach a man to fish, and you've given him a source of income."

"Plan a year by sowing seeds; plan a ten-year plan by planting trees; and plan a lifetime by developing men."

Employee training's worth is best understood in terms of the multiple benefits to individuals and businesses.

Employee Training's Crucial Role

Improved Performance

Training improves an employee's abilities and skills, resulting in increased quantity and performance quality. Improved or enhanced employee performance directly correlates with increased organizational, operational productivity, and profitability. Improvements in employee performance/productivity in developed countries support this argument.

Quality Improvement

The most efficient methods of carrying out jobs are standardized and then taught to employees through official training programs. This offers two benefits. To begin, consistency in work performance contributes to increased work or service quality. Second, employees who are more knowledgeable, or more accurately trained, are less likely to make operational mistakes.

Decreased Supervision

A skilled worker exhibits self-sufficiency. He is well-versed in his duty and the best way to complete it. As a result, his work necessitates less supervision. The supervisor can rededicate his efforts to more serious matters.

Learning takes less time

A well-planned and organized training program reduces the time and cost of learning. Training helps avoid wasting time and effort on trial and error learning.'

Exceptional Morale

Employee training improves their competence and aptitude and alters their attitudes toward the positive. Employee morale is boosted through improved performance, job satisfaction, job stability, and prospects for internal promotion. Employee loyalty to the organization is increased when morale rises.

Personal Advancement

Employee obsolescence can be avoided by improving a person's capabilities, knowledge, and skills through training. Employees have a growth attitude as a result.

A positive organizational environment

When the above benefits are combined, they produce an enhanced and pleasant organizational climate characterized by improved industrial relations and disciplines, lower resistance to change, decreased absenteeism and employee turnover, and increased organizational stability.

As can be shown, the benefit of training can be argued in various ways. Systematic and effective training is a priceless investment in an organization's human capital. As a result, no company can afford not to train its personnel.

Training and Development Program Evaluation Goals

- To validate training and development as a business tool;
- To justify training and development costs; and
- To aid in enhancing the design of Training and Development programs.

The Goals of Macro-Level Training and Development Program Evaluation

- To assess the training and development program's overall business impact.
- Assist in selecting performance indicators for training and development programs linked with the organization's aims and objectives.
- To build a direct link between the business impact metric and the aims and objectives of the firm.
- Determining the business impact of a certain training and development program
- Analyzing the value of individual program components or the training model for a specific issuer
- The business impact indicator for the specific training and development program is related to the organization's goals.
- To integrate many of them to forecast the program's total business impact.

Development

Development is a systematic and planned effort oriented more towards broadening an individual's skills for future responsibilities. Management Development provides the opportunity to develop a broad base of skills and competencies that can be applied to many organizations' jobs. Managerial skills broadly cover technical skills that are concerned with knowledge and proficiency employed in methods, procedures, and processes; human skills are concerned with Human Relations Skills, Effective Working and Collaborative Skills, and Conceptual Skills and are concerned with general management skills such as visioning, modeling, formulating strategic planning, etc

The six core skills that Managers require today:

- Global Perspective
- Leadership
- Learning and learning transfer
- Flexibility
- Strategic Planning
- Team building

Definitions

“Development is ongoing education to improve skills for present and future jobs”
(Robert N. Lussier, 2002)

“Management Development teaches managers and professional employees broad skills needed for their present and future jobs.” (Bateman and Snell, 2002)

“Management development includes the process by which managers acquire skills and competency in their present jobs and capabilities for future managerial tasks of increasing difficulty and scope.” (Edwin B. Flippo,1990)

Methods of training and development

There are various methods of training, which can be divided into cognitive and behavioral methods. Before giving training, trainers need to understand the pros and cons of each method and its impact on trainees, keeping their background and skills in mind. Cognitive methods are more of giving theoretical training to the trainees. The various methods under the Cognitive Approach provide the rules for how to do something, written or verbal, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning.

The various methods that come under Cognitive approach:

- Lectures
- Demonstrations
- Discussions
- Computer Based Training (CBT)
- Intelligent Tutorial System(ITS)
- Programmed Instruction (PI)
- Virtual Reality

Behavioral methods are more of giving practical training to the trainees. The various methods under the Behavioral approach allow the trainee to behave really. These methods are best used for skill development.

The various methods that come under the Behavioral approach:

- Games And Simulations
- Behavior-Modeling
- Business Games
- Case Studies
- Equipment Stimulators
- In-Basket Technique

➤ Role Plays

Both methods can be used effectively to change attitudes through different means.

Training and Development Process:

The Training and Development process refers to the actual sequence of activities in which an organization's training and development function. The steps involved in the training and development process are

Step 1: Identification of Training and Development needs

Step 2: Designing of Training and Development Program

Step 3: Conducting of Training and Development program

Step 4: Evaluation of Training and Development program and

Step 5: Measuring results of Training and Development program and Comparing to Evaluation Criteria.



Training and Development Process

Figure 1: Process of Training and Development

The determination of whom to target for training and development should be carefully considered, as it represents the basic policy and philosophy of an organization's HR strategy. However, training and development programs need to be strategically oriented in today's globalized and complex business scenario. Training and Development functions in the organizational context can be summed up through the following pyramid

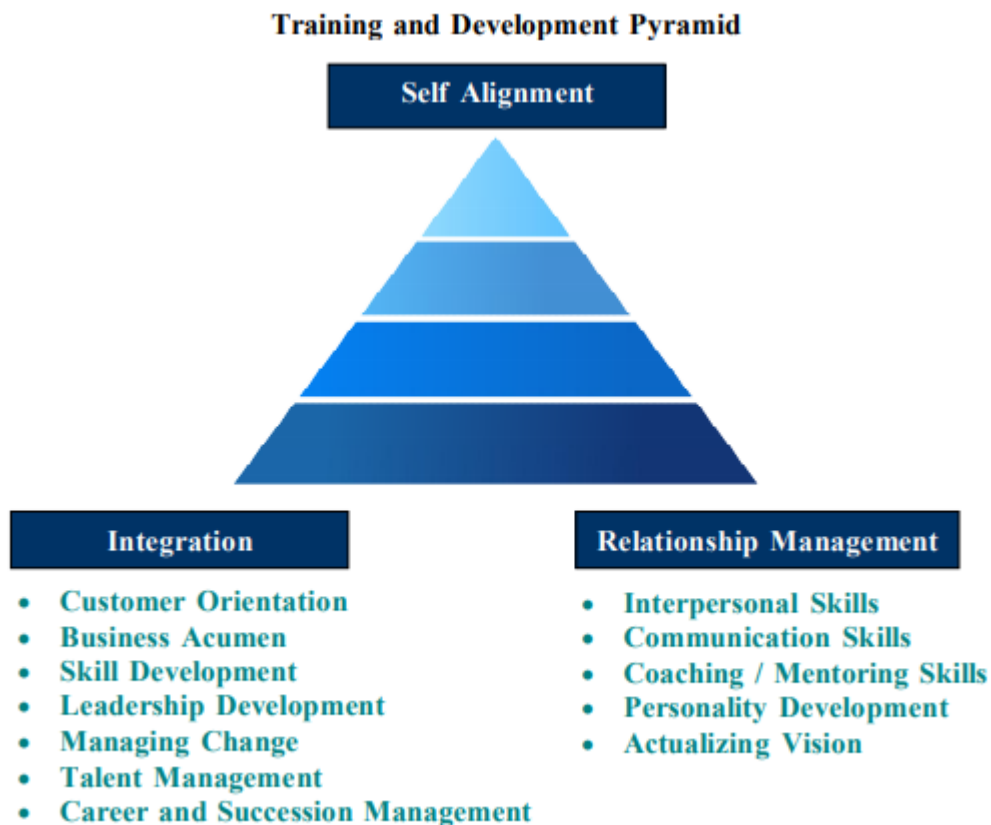


Figure 2: Functions of Training and Development

Benefits of Training and Development

General Benefits from Employee Training and Development are

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management, e.g., training about sexual harassment, diversity training.

Types of Training

- **Technical Training:** Technical training at the basic level equips the associates to meet the immediate project or client requirements. This training generally has a high rate of obsolescence and thus needs continuous enhancements. It addresses basic technical knowledge followed by domain knowledge and migrates to the basic tenets of project and program management. This training spans up to five to eight years in the work-life.
- **Functional Skills:** Every professional needs to gain functional expertise in sales, marketing, infrastructure management, information security management, finance, and accounts, as well as legal and statutory compliance, to manage teams and interfaces both within and outside the organization.
- **Behavioral Skills:** The IT industry recognizes a small team as the most important brick for performance. Most behavioral skills training revolves around team-building competencies and skills like emotional intelligence, empowerment, and management of societal interfaces. These skills are imparted through role-plays, experiential learning, and outbound training.

Training & Development

Training and development are key strategic tools for achieving high-performance levels on both an individual and organizational level. As a result, organizations invest in it with the expectation that it will give them a competitive advantage in the business world; however, for any organization to achieve its stated goals and objectives in this competitive world, the importance of adequate and relevant staff training and development cannot be overstated. Organizations must analyze their employees' training needs and deliver training programs that maximize their workforce's contribution to achieving organizational goals. Training and development are methods utilized to provide employees with the essential skills, information, and competence to perform better in their current jobs and future assignments. Firms must train their employees properly to maximize their efficiency and effectiveness in attaining their stated goals and objectives. Employee development and training is a strategic decision made to support the acquisition of job-related knowledge, skills, abilities, and behaviors required for maximum performance and organizational efficiency. It is required to increase employees' capability, reasoning faculty, and competence, which will improve employee performance. As employees obtain training and development, their efficiency, innovation, invention, and capacity to accept new technologies and techniques will improve. Businesses

must establish their training and development needs, select approaches suited for those needs, plan how to apply them, and analyze the results.

1.2. Company Profile

Venkateswara Steels & Springs specializes in high-quality springs, press components, and sub-assemblies. The entire manufacturing plant is organized into cells, and each caters to a specific product line. The company's cutting-edge infrastructure enables the creation of various things in the shortest amount of time possible.

It might be spring. However, it must meet performance standards. Performance, for us, is born from design excellence, and thus the journey begins.

After a decade of knowing the needs of car and textile machinery OEMs, Venkateswara Steels & Springs has risen to the top of the precision component industry. Venkateswara Steels & Springs' continuous procedures include technological advancement and general improvement. All processes adhere to ISO/TS 16949 standards.

Venkateswara Steels & Springs' workforce is led by management to instill the company with the vibrant work culture. The crew is focused on standard processes such as TPM and TQM. To streamline operations, proactive approaches such as Kaizen and 5S are used. Regular training sessions enable the team to keep up with ever-changing consumer demands.

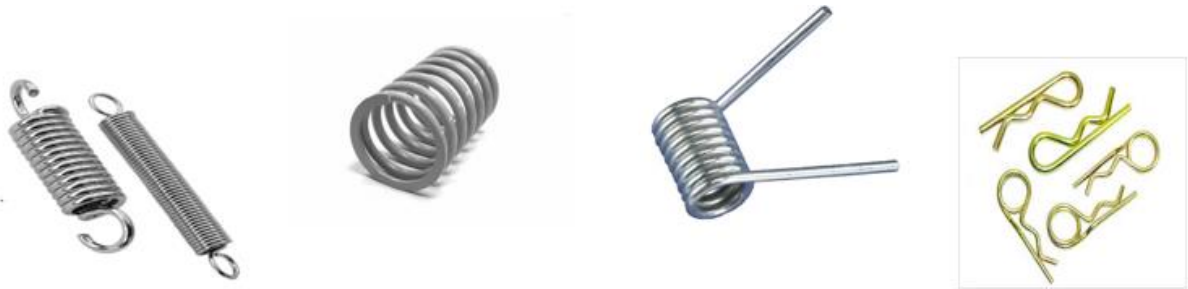
Venkateswara Steels & Springs has evolved from a spring manufacturer to a company with diverse interests in press components and heavy fabrication.

Company Name	Venkateswara Steels and Springs (India) Pvt Ltd
Company Type	Manufacturing Company
Established in	1998
Branches	<ul style="list-style-type: none"> • Unit I – Ravathur Pirivu, Coimbatore • Unit II – Pappampatti, Coimbatore • Unit III – Chennai
Directors	<ul style="list-style-type: none"> • Mr. Vijayaraghavan • Mr. Ananthakrishnan • Mr. Lakshmanan Dhanapal

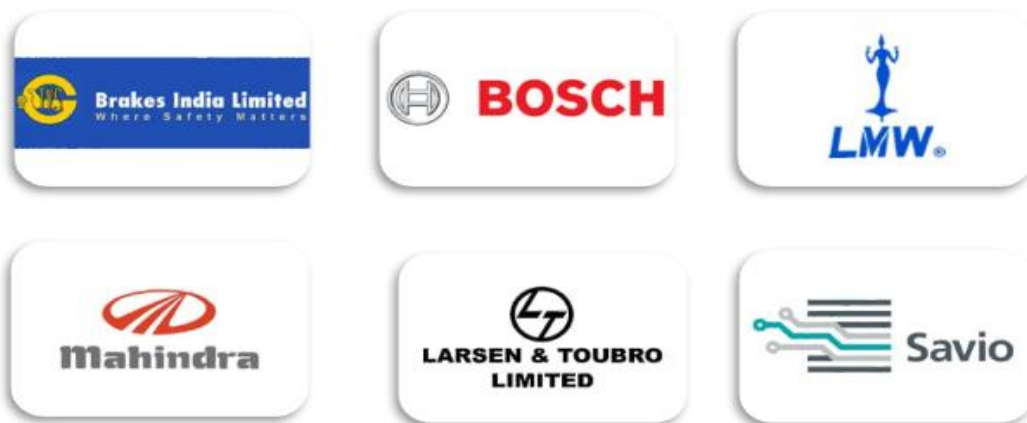
GST No	33AACCV3065F1ZL
Annual Turnover	50 – 100 Crore
No. of Employees	300

Venkateswara Products

- Compression Springs
- Torsion Springs
- Extension Springs
- Circlips and Wire forms



Customers



1.3. Statement of the problem

Training and development are now essential components of any business. Training is an important tool, but it cannot be easily quantified; yet, training causes a transformation in

attitude and behaviour. Following the training session, management should evaluate employees to determine the impact of the training delivered to employees. It is widely believed that T&D programs improve a person's skills, abilities, and ability to perform a certain profession. The bulk of employees are assigned to a department or unit in charge of their training and development to fulfill the constantly changing demands of the workplace. Venkateswara Steels and Springs is one company that performs training and development activities for its employees about twice a year.

The organization introduces lots of training methods to train the employee, like in virtual mode, on the job, off the job, inductive training based on 5s, quality management, time management, technical skills, waste management and so on. But employees are not showing interest in this training because some of the workers were contract-based and some of them were only completing Diploma. Employees' lack of understanding of certain roles caused organizational conflict, according to the study. Several of these people's flaws are routinely unaddressed, resulting in sanctions, demotions, transfers, or dismissals that cause conflict at work. The researcher is intrigued by how seriously an organization takes training and its effects on performance.

1.4. Significance of the study

When a company determines a need for job expansion, it must provide training. When it comes to improving employee morale, motivation, and satisfaction, most businesses start with job expansion and enrichment. In today's competitive business environment, research is critical. This demands training to improve the workforce's abilities, capacities, and skills. Less difficult consequences of staff training and development on employee performance will be highlighted, as will opportunities to improve training. It would also assist management in creating and implementing effective training programs to improve Venkateswara Steels and Springs' performance.

1.5. Objectives of the study

Primary Objectives:

- To evaluate the effectiveness of Training and Development Practices

Secondary Objectives:

- To study the various methods of training and development programs carried out in Venkateswara Steels and Springs
- To find the Training needs of employees in Venkateswara Steels and Springs
- To measure the Satisfaction level of employees regarding training and development.

1.6. Hypothesis of the study

- H₀: There is no significant difference between training need analysis and educational qualification
- H₀: There is no significant difference between training delivery style and working experience
- H₀: There is no significant relationship between training need analysis and employee performance
- H₀: There is no significant relationship between training design and employee performance
- H₀: There is no significant relationship between training delivery style and employee performance
- H₀: There is no significant relationship between training assessment and employee performance
- H₀: There is no significant relationship between training evaluation and employee performance

1.7. Scope of the study

The research was carried out at Venkateswara Steels and springs. Venkateswara Steels and springs is a textile company in India. Furthermore, the organization is close to the researcher's home, making it possible to collect data for the study. However, the study at this firm was only concerned with the impact of Training and Development on employee performance.

1.8. Limitation of the study

The study was limited by managerial confidentiality and approval and respondents' fear of providing private information. Some respondents were alarmed, while others were calm. The

inaccessibility of certain substantial documents and reports on the activities of Venkateswara Steels and springs constituted a challenge. Management's unwillingness to share strategic information in the name of confidentiality limits the probe. Data collection and analysis were difficult since some respondents refused to answer the surveys, while others were forgotten. The study examined only one Venkateswara Steels and springs. Its findings cannot be applied to other organizations' more recent contributions on the impact of Training and Development on employee performance.

1.9. Conceptual Framework



1.10. Operational definitions

Training needs analysis: Training Needs Analysis (TNA) is how an organization identifies its personnel's training and development needs to execute their jobs effectively. It consists of a thorough examination of the organization's training requirements.

Training design: A training design is a strategy for organizing a training experience or event. It is a detailed strategy that outlines what you will do, why you will do it, and the most efficient way to attain your training objectives. This document outlines an eight-step process for creating a training event that meets the needs of both participants and trainers.

Training delivery style: The delivery of presentations, demonstrations, exercises, or activities that aid learners in learning the necessary knowledge and abilities for accomplishing a task or studying a subject are delivered.

Training assessment: A training assessment compares an organization's existing knowledge, aptitude, and competency to the required or defined level. This concept aids in comprehending the distinction and defining training requirements.

Training evaluation: Training evaluation is the systematic collection and data to improve training. Evaluation provides feedback that allows you to decide whether your training was successful and make decisions about future training.

Employee performance: Employee performance is defined as how well a person carries out their work tasks and responsibilities. Many businesses analyze their employees' performance yearly or quarterly to see which areas need to be improved. Organizational success is dependent on performance.

CHAPTER-II

REVIEW OF LITERATURE

2. REVIEW OF LITERATURE

Nguyen and Duong (2020) study how Training and Development, employee performance, and job satisfaction affect young employee retention. Training and Development boost youthful employee retention ($r = 0.599$, $p 0.01$), as do work satisfaction and performance ($r = .517$, $p 0.01$). (Adjusted R Square =.438). This study is one of the first to analyze youthful employee retention in Vietnam. It reveals that Training and Development, job satisfaction, and job performance directly affect youthful employee retention in Vietnam enterprises. The study also showed that work satisfaction and job success help retain young employees in Vietnam.

Kodwani (2017) underlined the significance of workplace training and growth. The area has been treated far less scientifically than it deserves. Programmer design demands more effort than delivery coordination. The multiple stimuli model will aid in greater transfer skills. Employee compensation must be tied to the immediate task/business and the employee's capacity/readiness to accomplish it. Employees will never grasp the significance of learning unless they are obliged to demonstrate it. Management of the program is essential to the success of any Training and Development initiative.

Kodwani (2017) investigates various organizational factors that impact training transfer. A previous research paradigm is evaluated and hypothesized. Therefore, perceived training transfer was strongly and positively linked with the training transfer environment. To improve workplace training transfer, several organizational factors should be addressed. Individuals have less control over these elements than organizations.

Okechukwu (2017) analyzes employee performance and training on work satisfaction among academic and administrative university staff. Significant relationships exist between Training and Development, employee performance, and work satisfaction. Training and Development solutions that are effective and helpful are required for organizational and employee success. This article features significant contributions from academics and practitioners in theory and management.

Ibrahim's (2016) research subject is UBC in Mogadishu, Somalia. Consequently, a questionnaire was employed to gather data. The study was limited to UBC employees only. Following that, 63 individuals were surveyed. According to the survey, working conditions and resource constraints hindered employee growth. There is a strong positive correlation between Training and Development and employee performance.

Ganesh and Indradevi (2015), Training and Development enhances the effectiveness and efficiency of the organization and individuals. It is believed that training influences productivity, work devotion, and personal growth. Employers must train and develop their staff. The majority of businesses are aware of this need and invest heavily in Training and Development.

Mozael (2015), the significance of training is growing. This study will examine effective approaches to employee training. The most important conclusion is that employee performance may be enhanced. Several innovative methods for enhancing employee training have been developed. By allowing individuals to give hands-on training, the proposed approach increases employee performance and decreases organizational expenditures.

Ekundayo (2015), organizations that wish to enhance performance and output must develop and implement plans. This study investigates the impact of Training and Development strategies on worker productivity in Port Harcourt's oil service companies. According to the survey, most businesses are haphazard and only fulfill their training needs intermittently, while others plan, develop, and evaluate training outcomes. The study discovered a correlation between training and employee output. There is a clear connection between Training and Development and employee safety.

Sabella and Analoui (2015) analyze management development and training in Palestinian telecom enterprises using a simple dichotomous (three-stage) model. Contrary to expectations, the current system does not offer a comprehensive approach to meeting the complicated objectives for management development. The dichotomous approach focuses on the entire process instead of the result. The findings will aid researchers and practitioners in designing, implementing, and evaluating training development initiatives.

Bhatti and Karunakur(2015), training transfer was affected by individual and training design aspects. Numerous determinants of training efficacy are identified by a theoretical

model of training transfer: training transfer design, perceived content validity, self-performance efficacy, training evaluation, and motivation. The authors discovered a correlation between content validity and transfer motivation. They also noted that transfer motivation is an essential component of an effective training program.

Sabir et al. (2014) use correlation and regression to establish a positive relationship between training and employee productivity. The researcher has a quantitative approach. The practical ramifications of this study demonstrate a positive correlation between a variety of factors and employee productivity.

Kum et al. (2014) evaluated the effect of training on employee performance. According to the report, effective development programs enable firms to retain a workforce that can replace retiring employees.

Ahmad et al. (2014) investigated Training and Development, occupational training, and delivery style on employee performance. The relationship between worker training and symbolic execution is singularly advantageous. Two elements determine worker development: job training and delivery method. The data indicate a correlation between staff training and performance. Furthermore, there is a correlation between delivery style and employee performance.

Raza (2014) examined the effect of training and progression strategies on different execution levels. To examine this connection, crucial data was obtained. The investigation revealed that most specialists were pleased with the company's core Training and Development. The revelations aided the organization's consideration of Training and Development to enhance the fundamental skills of the agents. Less research is necessary to drive practical training outcomes.

Singh and Singh (2014) undertook a comparative assessment of the shifting demands for T&D in social insurance administration, specifically in the wake of monetary liberalization and the migration of MNCs into the Indian Health-Care Sector. One must acknowledge a gap between traditional agribusiness, component manufacture, and the most modern technology to be rational. Their contribution to the National Income and GDP of any nation is substantial. Everywhere there is an administration explosion (including human services).

Hameed et al. (2014) examined the effect of Nagasaki bank personnel advancement programs. Despite being aggressive 24 hours a day, every worker is undeniably diligent. Employees can be trained and enhanced. To maintain representative motivation and upkeep, employees must gain professional growth abilities. Staff well-trained and qualified staff will boost their chances of effectively settling their obligations with the banks.

Rani and Garg (2014) assess the status of bank training and advancement activities. The second objective is to evaluate the viability of training and enhancement efforts for representatives. This research article is illustrative since it utilizes survey data from bank employees. Several ideas were presented to improve training and promotion methods and address existing difficulties in the present article. The study suggests that training and advancement are crucial to the success of any organization.

Kumar et al. (2014) evaluated the viability of training projects in a company that manufactures automobile components, a crucial issue for any company. Five characteristics were used to evaluate the representative's training adequacy: goals and requirements, age, sexual orientation, training components, and execution. The procedure comprises the creation of the questionnaire, its distribution, collection, and evaluation. The study assumed that the company's training program was appealing. According to the report, implementing recommendations will boost worker performance and job happiness. This would help the corporation increase profits, enhance the product, and cut training expenses.

Falola et al. (2014) suggest that Training and Development enhances employee performance. Each year, businesses increase their training expenditures to obtain a competitive advantage. His research focuses on the efficacy of Nigerian banking training, staff growth, and competitive advantage. With 2422 valid questionnaires, we employed a descriptive technique. The findings establish a connection between training, employee performance, and competitive advantage.

Tiwari (2014), training has helped organizations become more productive. It strengthens employees and allows them to comprehend their tasks in more depth. Therefore, it increases employee and organizational efficiency. Training is a tool for achieving the organization's objectives. Nevertheless, it is an important tool, as it is recognized as an efficient and effective workforce. Therefore, with adequate Training and Development, workers will be more efficient and effective, increasing output.

Jadhav (2014) aims to determine whether IT hubs provide Training and Development for their employees and how this affects their capacity to service customers. He noted that personnel development is an ongoing procedure. Consequently, he believes that modern banking must be dynamic and constantly updated to satisfy the ever-evolving needs of businesses and customers. Most private and public commercial banks provide Training and Development programs for new hires, promotions, and other events. The author concluded that commercial and state Indian banks spend on employee Training and Development to better it their customers.

Sultana (2013), a company's staff is indispensable. Training is a highly effective tool for enhancing production and competitiveness. This article profiles Square Pharmaceuticals Limited, the largest pharmaceutical company in Bangladesh. The study shows that your organization's training should emphasize the emerging trend. Training is essential for the growth of personnel. Companies and employees must prioritize competency training programs.

Amin et al. (2013) analyze the relationship between time training and occupation execution and the relationship between on-the-job training and off-the-job training and occupation execution in the Pakistani education sector. Development, on-time Training, Organizational Policies, On-the-Job and Off-the-Job Training, and Job Performance are all associated with Training Benefits significantly. Job Performance and On-Time Training have a 0.01 significant positive correlation. At 0.01 essential levels, the link between on-time training and organizational policy is favorable and stable. Off-the-Job Work and Off-the-Job Training are positively correlated with Job Performance.

Azeem (2013) the report is titled "Effects of training on employee performance." Employees are a company's most valuable resource. Active engagement is essential to the success of a business. Therefore, adequate training is vital for optimizing job performance.

Adesola et al. (2013) investigated the relationship between job satisfaction and staff training among bank employees. Therefore, staff training has a good correlation with job satisfaction. The poll indicated a substantial correlation between age, experience, education, and job happiness among bank employees in Nigeria. The suggestion was then made that

management increase funds for staff training and connect staff training with organizational objectives.

Elnaga and Imran (2013) study how training influences the performance of representatives and how organizations can maximize the potential of their employees by implementing effective training programs. It is a subjective analysis of the writing and independent contextual research on the value of training in enhancing workforce performance. They disassemble and value the theoretical foundation for agent development via preparation and change activities. A plan applicable for all organizations is to review delegate execution and identify the verifiable causes of the execution problem so that the issue can be handled promptly through a desired prepared program.

Gonchkar (2012) asserts that police training and advancement affect officer performance. Officers are consequently more motivated to work for the bank if they view their training as advantageous. Notably, the officer's professional preferences matched the training and progression subjects. They view the Training and Development as more engaging and inventive, and they contribute to the association's success. Officials in charge of training should guarantee that the training is more job-focused. In addition, the expert collaborated extensively with the senior leadership of the responding PSBs to obtain their input on the issue. Periodically, the impact of training and improvement programs on pupils should be evaluated and adjusted. Thus, every dollar invested in the initiatives yields a return and helps everyone.

Kepha et al. (2012) examined the effect of Training and Development on the job capabilities of Kenyan researchers. There is a brisk breeze generating affirmative HR strategies in several industries, such as worker capacity. This survey focuses on delegate competencies and planning tactics. Taking everything into account, testing shows new findings. Two or three foci have a positive association, whereas others have a negative relationship or none at all.

Sultana et al. (2012) investigated the effect of Training and Development on employee performance in the Pakistani telecoms industry. This study demonstrates that training has a substantial positive effect on employee performance and individual and organizational proficiency. Rapid technical and organizational advancements enable firms to recognize the need for constant employee Training and Development.

Srinu et al. (2012) analyzed the techniques and evaluation of training projects to examine the need for training and advancement programs in various businesses. The study hypothesized that employees are especially pleased with the administration's efforts to enhance their skills, aptitudes, and mental states. Every member of the association is aware of the projects. Legitimate correspondence can compensate for their educational deficiencies. To ensure the initiative's success, he must first outline his expectations regarding the representatives' abilities. Representatives agreed that the objectives of the instructional classes were clear. The trainers are skilled and knowledgeable coaches. The teacher delivers direct responses to queries posed during and after the training session.

Singh and Mahanty (2012) examine employee productivity and training. This report examines the data supporting such a relationship and recommends more studies. A comprehensive literature assessment was conducted to determine which impacts may be surpassed. However, training processes have varying effects and influences on worker productivity across industries.

Karuppannan (2012) investigates employee perspectives on training. According to the survey, 98 percent of respondents reported that training improved work efficiency, and 96 percent stated that training is essential for organizational development. According to 95 percent of respondents, all employees require training. The same staff feels that training should be required of all cooperative banks. Age and education have little effect on training perspectives, but experience does.

Srimannarayana (2011), Training and Development is a crucial aspect of contemporary HRM, whose scope differs from organization to organization. Almost 75 percent of respondents said it enhanced training performance, while 70.48 percent believed it enhanced learning transfer. Following the training program, over 95.24 percent of respondents gathered participant feedback. HR/Training professionals do not have access to the data essential to evaluate Training and Development.

Fizzah (2011) explores the effect of Training and Development on the performance of a company. The data was collected from 100 diverse individuals. Additionally, earlier Training and Development research was undertaken. Employees require Training and Development to

enhance their skills and perform effectively on the job. This investigation investigates the relationship between training and corporate effectiveness.

Farooq and Khan (2011), managers have done everything possible to improve staff abilities and create a healthy working environment. Effective training programs equip individuals with the knowledge, skills, and competencies necessary to achieve organizational objectives. This study reveals a correlation between training and employee performance. The study concludes that firms can optimize profits by optimizing human resources, but only if they address the long-term knowledge needs of their employees.

Ongori (2011), Training and Development is currently a strategic priority. While numerous academics have examined Training and Development in both rich and developing nations, most studies have focused on the training's overall benefits. Organizational Training and Development projects are poorly evaluated.

Ongori and Nzonzo (2011) investigated the advantages, techniques, and evaluation procedures of employee Training and Development. The study indicated that the training and advancement of representatives increased hierarchical adequacy and antagonism. This study inspires conversation among owners/supervisors, arrangement producers, and researchers around strategies to strengthen organizational training and advancement procedures to increase organizational viability and retain human capital.

Swaminathan and Gowri Shankar (2011), training enhances a worker's knowledge and skills for a certain position. In the training, skills, knowledge, and problem-solving are all included. It enhances present job performance and prepares employees for future responsibilities. Training also facilitates employee development. The primary objective is to evaluate the influence of the organization's training program on employee job performance.

Bates and Davis (2010), training is only beneficial if the student can use the learned theories and concepts. This consisted of role-playing, examples, modeling, guided exercises, and computer-based learning.

Cox and Beier (2009) explored the moderating effect of individual characteristics on the connection between framing training as "basic" or "advanced" and interest in training. Included as moderators were self-efficacy and goal orientation. There was a three-way

interaction between performance orientation, age, and technical instruction frame. Performance orientation is a factor of goal orientation that represents the desire to demonstrate competence in an achievement setting.

Ahmad and Din (2009) investigated how businesses train workers to fill skill gaps. Each participant must be independently evaluated. If the evaluation is not well-planned, it cannot guarantee successful learning. The evaluation's success depends on the Training and Development program's design before implementation.

Has Linda (2009), employers and organizations encounter obstacles while managing HR Training and Development. Major challenges include the demand for knowledge workers and promoting workplace learning and development. The absence of qualified HRD specialists in industrial enterprises is the first problem. HR Training and Development was viewed as subordinate to HRM, which may be of greater importance. This conclusion may result in ineffective HR Training and Development implementation, increased ambiguity, and inadequate HR Training and Development administration.

Krishnaveni and Sripirabaa (2008), numerous organizations periodically evaluate their Training and Development activities. Using a created and validated instrument, the purpose of this study was to evaluate Training and Development activity in an automotive component manufacturing organization. The study included 36 stratified middle-level managers. This study presents a novel evaluation method for Training and Development. Perception-based, consensus-based evaluation can aid in assessing and enhancing Training and Development. During brainstorming sessions, improvement proposals for lagging areas were generated. This study also serves as the basis for future Training and Development effectiveness evaluations.

Dysvik and Kuvaas (2008) studied alternative relationships between training and employee outcomes. The research discovered a fully mediated relationship between perceived training opportunities, task performance, and civic behaviors. Intrinsic motivation was a partial mediator between perceived training opportunities and turnover intent. The relationship between perceived training opportunities and corporate citizenship behaviors was also affected by internal motivation. Those with a high level of intrinsic motivation correlated with moderation. 13 percent of task performance variance, 19 percent of organizational

citizenship behavior variance, and the predictor variables in our study explained 24 percent of turnover intention variance.

Cheng and Ho (2001) investigate the worth of training and its influence on job performance: Employees prioritize productivity and are aware of the transient nature of skills and knowledge, whereas leaders place a premium on work performance. A study indicated that properly trained and developed individuals desire professional success; job potential increases motivation.

CHAPTER –III

RESEARCH METHODOLOGY

3. RESEARCH METHODOLOGY

The research aims to collect data and describe the effectiveness of training and development at Venkateswara Steels and Springs. Descriptive research is used in the study. The convenience sampling technique saves time and makes the process more convenient. The current study is based on questionnaire data collected from individuals. The survey questionnaire is generally distributed via e-mail, mobile, and other means. The data was collected using an SPSS questionnaire and then analyzed using descriptive, correlation, and ANOVA techniques. Tables and graphs were used to clarify the data collected.

3.1. Research Design

The descriptive design was employed in this analysis to clarify and characterize the characteristics of variables. The descriptive design demonstrated the impact of Venkateswara Steels and Springs training and development, which was successful. Questionnaires were utilized as the survey instrument in the study. Many questions were structured on a five-point Likert Scale, with 'Agree' indicating the strongest level of belief and 'Disagree' indicating the strongest level of doubt.

3.2. Period of study

The primary data of training and development in Venkateswara Steels and springs were gathered from 27th Dec 2021 to 20th Feb 2022.

3.3. Research Instruments Used

The questionnaire method is the only method employed in this investigation. A questionnaire is a gadget that collects and maintains information about a certain topic of interest. Questionnaires should have a particular goal that is always tied to the study goals, ensuring that it is evident how the findings will be used from the start. It collects factual information to categorize people and their situations, obtains detailed information about respondents, analyses individual perceptions/opinions about a given problem within a group of employees, and examines employee performance. The questionnaire design uses the five-point Likert scale comprised of quantitative measures employed in the following questionnaire.



Figure 3: Research instrument

3.4.Pilot study

It is the first step in the entire research process. The researcher did the process among small respondents directing the researcher to plan and modify the main study. Hence it considers being the key element of good research design. The primary advantage of conducting a pilot study is to warn about the failure of the main research project in advance. Studies direct the researcher to conduct a pilot study among 40 employees. The study gathers the opinion through a survey method.

Moreover, the reliability test is also conducted. It shows a value of 0.919, which indicates a perfect agreement. All the output guides the researcher and indicates that the study carries out properly. Therefore, the researcher extends the study in a wide way

3.5. Reliability

The reliability of the data is the degree of consistency that an instrument demonstrates. Cronbach's Alpha test is commonly used to test in internal reliability of the instrument that uses the 5-point Likert Scale. This research used Cronbach's Alpha reliability test to test the reliability of the collected data; alpha values between 0 and 1 are ranged as normal, and above 0.7 alpha values is classed as acceptable reliability value in social science research, the closer alpha value to 1, the more data is described as reliable.

Table 3.1: Reliability Test

Cronbach's Alpha	No of Items
.919	40

The above table illustrates the reliability coefficient of all items in the instrument, which yielded an alpha value of 0.919, which is greater than the acceptable value of 0.7. This classes our 40-item instrument as internally reliable for having the required degree of consistency.

3.6. Sampling Design

Sampling is the process of picking a representative sample from a specific population and gathering data from the sample to explain the characteristics of the broader population. The current study makes use of employees from Venkateswara Steels and springs.

3.6.1. Population

The population is assumed to be Venkateswara Steels and Springs employees in the analysis. The population is defined as the entire collection of specific indicators under inquiry and the aspects from which the required data was acquired.

3.6.2. Sample Unit

The sampling unit covers people to be examined, and the researcher must identify the target group. The employee of Venkateswara Steels and Springs is targeted for to survey.

3.6.3. Sampling Technique

The population for the study was employees, and sampling procedures based on non-probability sampling were used, with samples chosen based on convenience sampling. They were directed to the survey utilizing the convenience sampling procedure, which required

them to complete a questionnaire at their leisure and the convenience and dependable response time questionnaire.

3.6.4. Questionnaire

The researchers consider attributes to be variables of the training and development of employee performance, based on well known, Likert scale instruments

3.6.5. Sample Size

The sample size reflects how many employees were surveyed to get the study done. The questionnaire contained 142 employees who responded to our survey.

3.7.Sources of Data

This study relied on primary and secondary data sources. The primary data for this analysis was gathered with the help of a Structured Questionnaire, and secondary data was taken from other similar research papers, journals, books, and websites, among other sources. First, the author gathered primary sources of information through a focus group and a second questionnaire. The researcher depends on primary data to assess how employee training and development affect employee performance. Secondary sources are used to fill gaps in primary sources.

3.8.Method of Data Collection

The data collection tool is a self-administered standardized questionnaire containing a brief overview of the research's intent and meaning. The survey consists of closed questions that respondents have to select from the predetermined list of the most suitable answers. The first part of the survey includes demographic variables, while the second part contains training and development and employee performance questions.

3.9.Tools For Analysis

This study uses SPSS for data collection and analysis. For data presentation and interpretation, frequency distributions consisting of simple percentages, tables, and charts are used. Moreover, correlation analysis determines the relationship between the dependent and independent variables.

CHAPTER - IV

ANALYSIS AND INTERPRETATION

4. ANALYSIS AND INTERPRETATION

This section aims to present a detailed analysis of the research objective. Quantitative research methods were applied to determine the effects statistically. The target respondents of the study are 142. The researcher gathered the opinion through the survey. Such opinion assesses with the help of statistical tools. These statistical results are exhibited in the form of tables and graphs. Some of the statistical tools for the study are frequency distribution, descriptive statistics, one-way ANOVA, and correlation.

4.1. Demographic profile of Venkateswara Steels & Springs employees

Profile of Venkateswara Steels & Springs employees is age, gender, education, designation, department, working experience, and monthly income. Venkateswara Steels & Springs employees provide general information, and it has been tested through frequency distribution. A detailed description of frequency distribution presents below

Table 4.1.1 Demographic profile of Venkateswara Steels & Springs employees

Demographic Factors	Particulars	Frequency	Percentage
Gender	Male	105	73.9
	Female	37	26.1
	Total	142	100
Age	Below 25 years	40	28.2
	25 years - 35 years	56	39.4
	35 years – 45 years	21	14.8
	Above 45 years ⁵	25	17.6
	Total	142	100
Educational Qualification	SSLC	8	5.6
	HSC	34	23.9
	Diploma	63	44.4
	Under Graduate	29	20.4

	Post Graduate	8	5.6
	Total	142	100
Working Experience	0 – 5 years	113	79.6
	5 – 10 years	17	12.0
	10 – 15 years	4	2.8
	More than 15 years	8	5.6
	Total	142	100
Monthly Income	Below Rs.10000	11	7.7
	Rs.10000 to Rs.25000	124	87.3
	Rs.25000 to Rs.35000	5	3.5
	More than Rs.35000	2	1.4
	Total	142	100

It is noted from the above table that the demographic profile of Venkateswara Steels and Springs employees is age, gender, education, working experience, and monthly income. These variables provide various frequencies.

- Most employees are male (73.9%). At the same time, a relatively small number of female employees (26.1%)
- The majority of employees who participated in the study are aged 25 to 35 years (39.4%), followed by employees below 25 years (28.2%). In contrast, the employees aged more than 45 years are 17.6%, and the remaining 14.8% are aged from 35 to 45 years.
- The highest numbers of employees are diploma holders (44.4%), and a relatively small percentage of employees are HSC (23.9%), undergraduate (20.4%), postgraduate (5.6%), and the least number of employees are educated up to SSLC (5.6%).
- Most employees with 0 to 5 years of working experience in Venkateswara Steels & Springs (79.6%) and the least number of employees who participated in the study have 10 to 15 years of working experience (2.8%).
- The highest number of employees are earning from Rs. 10,000 to Rs. 25,000 (87.3%) per month, and the least number of employees indicate per month is more than 35,000 (1.4%).

4.2 Mean score for the Training and development practices and employee performance

The study uses key descriptive statistics concepts such as mean and standard deviation. The mean shows the varieties of the scores, which vary from strongly agree to strongly disagree. As a result, the standard deviation displays the typical variability of Likert scale variables.

Table 4. 2.1 Mean score value of Training and development practices

Particulars		Mean value	SD
Training Need Analysis	Proper and efficient training is provided to newly selected employees	4.3732	.57869
	Superiors understand and feel the need to conduct a specific training program for their subordinates.	4.1831	.38812
	Training participants are helped in diagnosing their own training needs	4.0070	.42102
	There is a high degree of congruence between training needs and the objectives of training programs conducted here	3.6056	.67328
	The organization assesses the trainee's knowledge before selecting the training program	3.9014	.62239
Training Design	The Training Program is designed in consultation with the seniors	4.2324	.55436
	Good training ensures that identified employee skill gaps are properly captured	4.0423	.35477
	Training Programs are designed at the level of abilities and educational background of employees	4.0211	.46841
	There is a well-designed and widely shared training policy in the company	3.8592	.59061

	The meeting room and facilities were adequate and comfortable	3.3099	.93158
	Health and safety based training is properly conducted	4.5845	.53585
Training Delivery Style	The Training Delivery style ensures that the objective of employee training is achieved	4.1127	.44719
	On the Job Training is Properly Conducted	4.1901	.39380
	The training program was well managed, and the venue was comfortable	4.2254	.49672
	After collecting enough information about their quality and suitability, external training programs are carefully chosen.	3.4648	.85603
	The trainer presented materials satisfactorily, and it was easy to understand	4.1690	.42895
	Trainers encouraged participants to clarify their doubts	4.1479	.46045
	The training delivery method assisted my learning and understanding	4.0986	.41786
Training Assessment	Assessments were placed at regular intervals	4.5141	.59234
	The difficulty level of assessment was appropriate	4.2465	.47916
	The method of assessment was a fair test of my skills and knowledge	4.5282	.52853
	Assessment feedback was given on a timely basis	4.3592	.72778
Training Evaluation	Trainee's knowledge level is measured before and after a training	4.1690	.55826
	Employees are satisfied with the overall aspect of the training program at the organization	4.0704	.30708
	The Effectiveness of training programs is	3.8873	.54706

	approximately evaluated in terms of improvements in employee performance		
	I am appropriately recognized when I perform well at my regular work duties	4.3732	.48538
	My work is evaluated based on a fair system of performance standards.	4.1761	.41768

Table 4.2.2 Mean score value of Employee performance

Particulars	Mean value	SD
The amount of time taken by the employee to finish a task is optimum	4.2113	.47387
The work done by the employee is error-free	4.0986	.40053
I can make innovations in the workplace using the information learned in this training	4.3099	.46407
Training contributes to a large extent to improving the confidence and commitment of an employee	4.0211	.51182
Employees become more responsible after receiving training	4.1549	.45031
The employee demonstrates the knowledge and understanding needed to do the job	4.0141	.63005
Training helps me to communicate & work in association with other team members.	4.0000	.54578
The training program contributes to improving the overall performance of the company	4.1549	.48078
After training, the productivity of my work unit has improved	4.4155	.53585
Training helps in increasing the productivity of employees to	4.2324	.45609

achieve organizational goals.		
After Training, there is an increase in Production percentage	4.4930	.56802
The organization values my contribution to its well being	4.0070	.51221
The organization gives top priority to its product quality	4.1127	.44719
The company does an excellent job of keeping employees informed about matters affecting us.	3.7183	.81097

Interpretation

Training and development practices

It is revealed from the above table that the overall mean value of training and development practices shows the training design has the highest mean value of 4.58 because the employee got training about health and safety and it is properly conducted. Also, the training design has the least mean value of 3.30, which shows that employees are satisfied with the overall aspect of the training program at the organization.

Employee performance

The above mean value of the employee performance table indicates that the value is from 3.71 to 4.49. It is then found that the highest mean value of 4.49 reveals due to training, there is an increase in production percentage. At the same time, keeping employees informed about matters affecting them has the least mean value of 3.71

4.3 ANOVA between training need analysis and educational qualification

One-way ANOVA uses to determine how the differences exist between the training need analysis and qualification. The researcher considers qualifications include SSLC, HSC, Diploma, Under Graduate, and Post Graduate. A detailed analysis is presented in detail

Table 4.3.1 ANOVA between Training Need Analysis and Qualification

Demographic Factor	Independent Factor	Sum of Squares	df	Mean Square	F	Sig.
Educational Qualification	Between Groups	4.295	4	1.074	.502	.734
	Within Groups	293.001	137	2.139		
	Total	297.296	141			

H₀: There is no significant difference between training need analysis and educational qualification

It is noted from the table above that the significance value is greater than 0.05. Therefore, it finds that the stated **null hypothesis is accepted**. As a result, training need analysis does not differ among the employee education.

4.4 ANOVA between training delivery style and experience

The researcher framed the hypothesis to analyze how training delivery styles differ among employees working experience

4.4. ANOVA between Training Delivery Style and Experience

Demographic Factor	Independent Factor	Sum of Squares	df	Mean Square	F	Sig.
Experience	Between Groups	15.582	3	5.194	1.702	.169
	Within Groups	421.073	138	3.051		
	Total	436.655	141			

H₀: There is no significant difference between training delivery style and working experience

It is observed from the table above that the significance value is greater than 0.05. Therefore, it finds that the stated null hypothesis is accepted. As a result, training delivery style does not differ among employees' working experiences.

4.5 Correlation between training need analysis and employee performance

Bivariate correlation is used to find the associations between training need analysis and employee performance. The independent variable of the study is training need analysis, and the dependent variable is employee performance

4.5. Correlation between Training Need Analysis and Employee Performance

Particulars		Training Need Analysis	Employee performance
Training Need Analysis	Pearson Correlation	1	.453**
	Sig. (2-tailed)		.000
Employee performance	Pearson Correlation	.453**	1
	Sig. (2-tailed)	.000	

H₀: There is no significant relationship between training need analysis and employee performance

From the Correlation calculation, the significant value (p) is .000 is less than 0.05, so **Null Hypothesis is rejected, and the Alternative Hypothesis is Accepted**. Hence there is a significant relationship between training need analysis and employee performance.

4.6 Correlation between training design and employee performance

Bivariate correlation is used to find the association between training design and employee performance. The independent variable of the study is training design, and the dependent variable is employee performance

4.6. Correlation between Training Design and Employee Performance

Particulars		Training Design	Employee performance
Training Design	Pearson Correlation	1	.460**
	Sig. (2-tailed)		.000
Employee performance	Pearson Correlation	.460**	1
	Sig. (2-tailed)	.000	

H₀: There is no significant relationship between training design and employee performance

From the Correlation calculation, the significant value (p) is .000 is less than 0.05, so **Null Hypothesis is rejected, and the Alternative Hypothesis is Accepted**. Hence there is a significant relationship between training design and employee performance.

4.7 Correlation between training delivery style and employee performance

Bivariate correlation is used to find the association between training delivery style and employee performance. The independent variable of the study is training delivery style, and the dependent variable is employee performance.

4.7. Correlation between Training Delivery Style and Employee Performance

Particulars		Training Delivery Style	Employee performance
Training delivery style	Pearson Correlation	1	.460**
	Sig. (2-tailed)		.000
Employee performance	Pearson Correlation	.460**	1
	Sig. (2-tailed)	.000	

H₀: There is no significant relationship between training delivery style and employee performance

From the Correlation calculation, the significant value (p) is .000 is less than 0.05, so **Null Hypothesis is rejected, and the Alternative Hypothesis is Accepted**. Hence there is a significant relationship between training delivery style and employee performance.

4.8 Correlation between training assessment and employee performance

Bivariate correlation is used to find the association between training assessment and employee performance. The independent variable of the study is training assessment, and the dependent variable is employee performance.

4.8. Correlation between Training Assessment and Employee Performance

Particulars		Training Assessment	Employee performance
Training Assessment	Pearson Correlation	1	.475**
	Sig. (2-tailed)		.000
Employee performance	Pearson Correlation	.475**	1
	Sig. (2-tailed)	.000	

H₀: There is no significant relationship between training assessment and employee performance

From the Correlation calculation, the significant value (p) is .000 is less than 0.05, so **Null Hypothesis is rejected, and the Alternative Hypothesis is Accepted**. Hence there is a significant relationship between training assessment and employee performance.

4.9. Correlation between training evaluation and employee performance

Bivariate correlation is used to find the association between training evaluation and employee performance. The independent variable of the study is training evaluation, and the dependent variable is employee performance.

4.9. Correlation between Training Evaluation and Employee Performance

Particulars		Training Evaluation	Employee performance
Training Evaluation	Pearson Correlation	1	.582**
	Sig. (2-tailed)		.000
Employee performance	Pearson Correlation	.582**	1
	Sig. (2-tailed)	.000	

H₀: There is no significant relationship between training evaluation and employee performance

From the Correlation calculation, the significant value (p) is .000 is less than 0.05, so **Null Hypothesis is rejected, and the Alternative Hypothesis is Accepted**. Hence there is a significant relationship between training evaluation and employee performance.

CHAPTER -V

FINDINGS AND SUGGESTIONS

5.1. Findings

The present research attempts to study the Effectiveness of Training and Development on Employee Performance in Venkateswara Steels and springs (India) Pvt Ltd. The findings of this study are discussed below.

5.1.1. Demographic profile of respondents

Table 5. 1:1 Demographic Factor – Percentage Analysis

Demographic profile	Results
Age	The highest number of employees are aged 25 to 35 years (39.4%).
Gender	Most employees are male (73.9%).
Education qualification	The highest number of employees are diploma holders (44.4%).
Working experience	Most of the employees have 0 to 5 years of working experience in Venkateswara Steels & Springs (79.6%)
Monthly income	The highest number of employees are earning from Rs. 10,000 to Rs. 25,000 (87.3%) per month

5.1.2. One way ANOVA results

Table 5.1.2: Findings of ANOVA

Variables	Results
H₀ :There is no significant difference between training need analysis and qualification	Insignificant (p>5%)
H₀ :There is no significant difference between training delivery style and working experience	Insignificant (p>5%)

5.1.3. Correlation results

Table 5.1.3: Findings of correlation

Correlation between Training Need Analysis and Employee Performance

Hypothesis	Result
H₀ :There is no significant relationship between training need analysis and employee performance	The Null Hypothesis is Rejected
H₁ :There is a significant relationship between training need analysis and employee performance	The Alternative Hypothesis is Accepted

Correlation between Training Design and Employee Performance

Hypothesis	Result
H₀ :There is no significant relationship between training design and employee performance	The Null Hypothesis is Rejected
H₁ :There is significant relationship between training design and employee performance	The Alternative Hypothesis is Accepted

Correlation between Training Delivery Style and Employee Performance

Hypothesis	Result
H₀ : There is no significant relationship between training delivery style and employee performance	The Null Hypothesis is Rejected
H₁ :There is significant relationship between training delivery style and employee performance	The Alternative Hypothesis is Accepted

Correlation between Training Assessment and Employee Performance

Hypothesis	Result
H₀ :There is no significant relationship between training assessment and employee performance	The Null Hypothesis is Rejected
H₁ :There is significant relationship between training assessment and employee performance	The alternative Hypothesis is Accepted

Correlation between Training Evaluation and Employee Performance

Hypothesis	Result
H₀ :There is no significant relationship between training evaluation and employee performance	The Null Hypothesis is Rejected
H₁ :There is significant relationship between training evaluation and employee performance	The Alternative Hypothesis is Accepted

5.2. Suggestions

- Venkateswara Steels and Springs should ensure that whenever they take feedback from employees, their suggestions are taken into consideration and implemented as soon as possible this will make employees give honest and appropriate feedback
- Venkateswara Steels and springs must create a training policy to guide the training department and the organization in conducting training and evaluating its performance.
- The evaluation techniques for training and development initiatives should be consistent throughout the organization.
- Venkateswara Steels and springs have become a learning organization incorporating T&D into the training plan as an important efficiency element and management system.
- Employee training must take precedence over training for managers and executives.
- Employees must be encouraged to regularly participate in training programs to maintain their skills and acquire a new technique for executing their tasks effectively and efficiently.

- The company must make every effort to provide learners with the best facilities feasible, including new enhancements with each training session.
- Training for employees and the development of the organization should be taken more seriously
- Staff should develop a positive attitude toward training.
- Employees should share any issues with their supervisors before attending the training session.
- Employees who receive effective training become self-starters, develop attributes such as leadership and teamwork, and improve their motivation to pursue additional training.

5.3. Conclusions

The study aimed to determine the effectiveness of Training and Development on employee performance in Venkateswara Steels and springs. Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Organization renders training to their employees once they observe the need of training. Training is also imperative for effective performance of employees, enhancement of employees' ability to adapt to the changing and challenging business environment and technology for better performance, increase employees' knowledge to develop creative and problem solving skills. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. It can be concluded that in all the identified determinants, employees' thoughts are sufficient to show their considerable importance in effective training. Based on the findings, management might adapt and build new modules in the training and development program to best use employees' resources.

5.4. Scope for future study

This study was exclusively concerned with training and development. Other researchers could explore the impact of training on performance in the same or different companies. Others factors that may influence employee performance can also be researched. Also, this study proposes that further studies could apply a qualitative method or both the qualitative and quantitative method to determine the effectiveness of Training and Development. Through a qualitative method, the researcher will be able to gather data using in-depth interviews, which will provide more data than questionnaires.

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ANNEXURE

Questionnaires

Dear Respondents,

I am pursuing my MBA. As a part of my course requirements, I have to undertake a project with a topic **“Effectiveness of Training and Development Practices on Employee performance in Venkateswara Steels and springs (India) Pvt Ltd”**. I request you to kindly spare your valuable time and provide response to the questions given below. We assure you, the responses obtained will be used for academic purposes only and kept confidential.

Part – I

Demographic Profile

- 1) Name _____
- 2) Designation _____
- 3) Department
 - a) Purchase
 - b) Sales
 - c) Human Resources
 - d) Accounts
 - e) Small Springs
 - f) Big Springs
 - g) End Grinding
 - h) CNC
 - i) Power Press
 - j) ABC Cell
 - k) Firewall
 - l) Stores
 - m) Maintenance
 - n) Packaging

- 4) Gender
 - a) Male
 - b) Female

- 5) Age
 - a) Below 25 years
 - b) 25 years - 35 years
 - c) 35 years- 45 years
 - d) Above 45 years

- 6) Education Qualification
 - a) SSLC
 - b) HSC
 - c) Diploma
 - d) Under Graduate
 - e) Post Graduate

- 7) Experience
 - a) 0-5 years
 - b) 5-10 years
 - c) 10-15 years
 - d) More than 15 years

- 8) Monthly Income
 - a) Below Rs.10000
 - b) Rs.10000 – Rs.25000
 - c) Rs.25000 – Rs.35000
 - d) More than Rs.35000

Part – II

Training and development practices

Rate each statement on 5 point scale of (5, 4, 3, 2, 1) Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

A) Training Need Analysis

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Proper and efficient training is provided to newly selected employees					
Superiors understand and feel the need for conducting specific training program for their subordinates.					
Training participants are helped in diagnosing their own training needs					
There is a high degree of congruence between training needs and the objectives of training programs conducted here					
The organization assesses the trainee's knowledge before selecting the training program					

B) Training Design

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The Training Program is designed in consultation with the seniors					
Good training ensures that identified employee skill gaps are properly captured					
Training Programs are designed at the level of abilities and educational background of employees					
There is a well-designed and widely shared training policy in the company					
The meeting room and facilities were adequate and comfortable					
Health and safety based trainings are properly conducted					

C) Training Delivery Style

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Training Delivery style ensures that the objective of employee training is achieved					
On the Job Training is Properly Conducted					

The training program was well managed and venue was comfortable					
External training programs are carefully chosen after collecting enough information about their quality and suitability.					
Trainer presented materials satisfactorily and it was easy to understand					
Trainers encouraged participants to clarify doubts					
Training delivery method assisted my learning and understanding					

D) Training Assessment

Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Assessments were placed at regular intervals					
The difficulty level of assessment was appropriate					
The method of assessment was a fair test of my skills and knowledge					
Assessment feedback was given on a timely basis					

E) Training Evaluation

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Trainee's knowledge level is measured before and after a training					
Employees are satisfied with the overall aspect of the training program at the organization					
The Effectiveness of training programs is approximately evaluated in terms of improvements in employee performance					
I am appropriately recognized when I perform well at my regular work duties					
My work is evaluated based on a fair system of performance standards.					

Part – III

Employee Performance

Rate each statement on 5 point scale of (5, 4, 3, 2, 1) Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

Particulars	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The amount of time taken by the employee to finish a task is optimum					
The work done by the employee is error free					
I can make innovations at workplace using the information learned in this training					

Training contributes to a large extend in improving the confidence and commitment of an employee					
Employees become more responsible after receiving training					
The employee demonstrates the knowledge and understanding needed to do the job					
Training helps me to communicate & work in association with other team members.					
The training program contribute in improving the overall performance of the company					
After training, the productivity of my work unit has improved					
Training helps in increasing productivity of employees, to achieve organizational goals.					
After Training, there is an increase in Production percentage					
The organization values my contribution to its well being					
Organization gives top priority to its product quality					
The company does an excellent job of keeping employees informed about matters affecting us.					

Thank you for taking the time to complete the questionnaire