



EFFECTIVENESS OF TRAINING & DEVELOPMENT AT INFO GEOSOFT (INDIA) PRIVATE LIMITED HYDERABAD - A STUDY

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INTRODUCTION

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of the objective of the business. The terms “human resource management” and “human resource” (HR) have largely replaced the term “personnel management” as a description of the process involved in managing people in organizations. Human resource management is evolving rapidly. Human resource management is both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a work force. HRM approach seeks to ensure a fit between the management of an organization's employees, and the overall strategic direction of the company.

HRM is concerned with people dimension in management. Since every organization is made up of people, acquiring their service, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true, regardless of the type of organization – government, business, education, health, recreation or social action. Major hr challenges faced by the Indian organization are managing knowledge workers, managing technological challenges, competence of HR managers, developing leadership, managing change etc.,

Conceptual framework of Training:-According to **Luis R. Gomez Mejia, & David B Balkan.** “The process of providing employees with specific skills or helping those correct deficiencies in their performance. **Robert L Mathis, John H. Jackson.**” Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Training is a process to increase an employee's ability to perform through learning, usually by changing the employee attitude or increasing his or her skills and knowledge. The process of teaching new employees, the basic skills they need to perform their jobs.

Development: Development is mainly considered for the executives or the management. So the concept is elaborated and described as under executive or management development. According to **V S P Rao.** “Management development is a systematic process of growth and development by which the managers develop their abilities to manage. It is the result of not only participation in formal courses of instruction but also of actual job experience.” “It is any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.

OBJECTIVES OF THE STUDY

- To identify and understand the training function at M/s. Info Geosoft (India) Pvt. Ltd.
- To find out various effectiveness criteria of Training Program.
- To study if the existing training functions is achieving its objectives.
- To analyze the Training system for further development.
- To suggest measures for the improvement of the Training program.

NEED FOR THE STUDY

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, suitability for the job etc. Specifically, the need for training arises due to the following reasons

- To match the Employee specifications with the Job Requirements.
- Organizational Viability and the Transformation process
- Technological Advances
- Organizational Complexity
- Human Relations
- Change in the Job Assignment

RESEARCH METHODOLOGY

Research Design: The Research Design is Exploratory, as it is undertaken to primarily study the effectiveness of the Training and discover insights into its working and activities in the Organization.



Sample Design:The sample size taken was 50 and the technique used was Non Probability Sampling Technique.

Data Collection:For any statistical enquiry the collection of data or information is done through principle sources identically i.e., by primary sources and secondary sources of data.

Primary Data:-Primary data are those which are collected a fresh and for the first time. Primary data for the study is collected through questionnaire and questionnaire is used closed form.

Secondary Data:- Most of the data used for the study is secondary in nature and has been collected from the company and from the records of Info Geosoft (India) Pvt Ltd.

Questionnaire Design:There are a total of 15 questions that aims to cover all aspects of the Training & Development activities of the organization. It includes multiple choice questions (Interval Scale).

Data Analysis:The statistical tool CHI-SQUARE TEST/TEST OF INDEPENDENCE is used for analysis the data pertaining to different dimensions of employees. Simple statistical data like % are used in interpretation of data results are illustrated by means of pie charts. According to Flippo, training is the act of increasing the knowledge and skills of an employee for doing a particular job. The major outcome of training is learning. A trainee learns new habits, refined skills and useful knowledge during the training that helps him improve performance.

TRAINING NEEDS ASSESSMENT

Training efforts must aim at meeting the requirements of the organization (long term) and individual employees (short term). This involves finding answers to questions such as: whether training is needed? If yes, where it is needed? Which training is needed? Etc. Once we identify training gaps within the organization, it becomes easy to design an appropriate training program. Training needs can be identified through the following types of analysis:

Organizational Analysis: It involves a study of the entire organization in terms of its objectives, its resources, the utilization of these resources, in order to achieve stated objectives and its interaction pattern with environment.

Task or Role Analysis: This is a detailed examination of the job, its components, its various operations and conditions under which it has to be performed. The focus is here on the roles played by an individual and the training needed to perform such roles. Questionnaires, interviews, reports, tests, observations and other methods are generally used to collect job related information from time-to-time. After collecting the information, an appropriate training program may be designed, paying attention to:

- Performance standard required of employees,
- The tasks they have to discharge,
- The methods they will employ on the job and
- How they have learned such methods.

Manpower analysis: Here the focus is on individual in a given job. There are three issues to be resolved through manpower analysis. First, we try to find whether performance is satisfactory and the training is required. Second, whether the employee is capable of being trained and the specific areas in which training is needed. Finally, we need to state whether poor performances on the job need to be replaced. Once training needs are identified, objectives should be set to begin meeting these needs. Training objectives can be of three types. The most basic training takes place through orientation programs. The second of training objective is problem solving. The focus is on solving a specific problem instead of providing general information about a problem area. The final objective is innovation. Here the emphasis is on changing the mindset of workers, supervisors and executives working at various levels.

SCOPE OF THE STUDY:The training and development activities were studied at M/s. Info Geosoft (India) Pvt. Ltd., Cherlapally, and Hyderabad. The statistical test is confined to the employees of that office.

LIMITATIONS

- The statistical study covered only 50 respondents out of the 65 employees working at the office. Therefore, few opinions may have been left uncovered.
- Time constraint is also one of the limitations.
- Pooling is done in the X^2 test (pooling is done when cell frequency is less than 10).
- Because of the non availability of some of the employees.

TRAINING & DEVELOPMENT AT INFO GEOSOFT (INDIA) PRIVATE LIMITED HYDERABAD"- (IGI)

DATA ANALYSIS AND INTERPRETATION

1. Training program improves efficiency:In the above question the employees are asked about whether the training program improves efficiency. The employee's opinions are tabulated as follows.

Table-I Showing Opinion of the employees on whether the training program improves efficiency

Opinion of the respondents	No. of respondents	Percentage	Observed frequency (O _i)	Expected frequency (E _i)	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
Strongly agree	12	24	12	10	2	4	0.4
Agree	30	60	30	10	20	400	40
Neutral	2	4	2	10	8	64	6.4
Disagree	6	12	6	10	4	16	1.6
Strongly disagree	0	0	0	10	10	100	10
TOTAL	50	100.0					

CHI SQUARE ANALYSIS

CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis.

- **Null hypothesis (H₀):** Improvement in efficiency is independent of the training program with the belief that the numbers of respondents agree that the training program improves efficiency.

Level of significance =5%

Degrees of freedom = n-1 = 5-1 = 4

Total number of respondents = 12+30+2+6+0 = 50

Expected frequency (E_i) = (Total no of respondents)/no of opinions = 50/5 = 10

CHI-SQUARE (x²) = [(O_i-E_i)²/E_i]

Where O_i = Observed frequency,

E_i = Expected frequency

The calculated x² value is 58.4 The table value of x² for Degree of Freedom 4, at 5% level of significance is 9.49 x² computed value = 58.4 ; x² table value = 9.49

Interpretation - Since x² (computed value) > x² (Table value), Null hypothesis is rejected. So, improvement in efficiency is not independent of the training program with the belief that the numbers of respondents agree that the training improves efficiency. 42 out of 50 employees studied agree that training programs improves efficiency. So, the organization is conducting training programs which improve efficiency.

2. Training program improves communication:In the above question the employees are asked about whether the training program improves communication. The employee's opinions are tabulated as follows

Table - 2,Opinion of the employees on whether the training program improves communication

Opinion of the respondents	No. of respondents	Percentage	Observed frequency (O _i)	Expected frequency (E _i)	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
Strongly agree	6	12	6	10	4	16	1.6
Agree	34	68	34	10	24	576	57.6
Neutral	1	2	1	10	9	81	8.1
Disagree	9	18	9	10	1	1	0.1
Strongly disagree	0	0	0	10	10	100	10
TOTAL	50	100.0					

[(O_i-E_i)²/E_i] = 77.4

CHI SQUARE ANALYSIS: CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis. Null hypothesis (Ho): Improvement in communication is independent of the training program. Alternative hypothesis (Ha): Improvement in communication is not independent of the training program with the belief that the numbers of respondents agree that the training program improves communication.

Level of significance =5% Degrees of freedom = n-1 = 5-1 = 4
Total number of respondents = 6+34+1+9+0 = 50
Expected frequency(E_i)=(Total no of respondents)/no of opinions=50/5 = 10

$$\text{CHI-SQUARE } (x^2) = \sum [(O_i - E_i)^2 / E_i]$$

Where O_i = Observed frequency E_i = Expected frequency.

The calculated x^2 value is 77.4 The table value of x^2 for Degree of Freedom 4, at 5% level of significance is 9.49
computed value = 77.4 x^2 table value = 9.49

Interpretation: Since x^2 (computed value) > x^2 (Table value), Null hypothesis is rejected. So, improvement in communication is not independent of the training program with the belief that the numbers of respondents agree that the training program improves communication. When the question is asked 40 out of 50 employees feel that training programs improves communication. So, most of the employees agree in the firm agree that training program improves communication.

2. Training program improves efficiency: In the above question the employees are asked about whether the training program improves promotional aspects. The employee's opinions are tabulated as follows.

Table-3 Opinion of the employees on whether the training program improves promotional aspects

Opinion of the respondents	No. of respondents	Percentage	Observed frequency (O_i)	Expected frequency (E_i)	($O_i - E_i$)	($O_i - E_i$) ²	($O_i - E_i$) ² / E_i
Strongly agree	3	6	3	10	7	49	4.9
Agree	25	50	25	10	15	225	22.5
Neutral	6	12	6	10	4	16	1.6
Disagree	15	30	15	10	5	25	2.5
Strongly disagree	1	2	1	10	9	81	8.1
TOTAL	50	100.0					

$$\sum [(O_i - E_i)^2 / E_i] = 39.6$$

CHI SQUARE ANALYSIS:CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis.

Null hypothesis (Ho): Improvement in promotional aspects is independent of the training program.

Alternate Hypothesis (Ha): Improvement in promotion aspects is not independent of the training program with the belief that the numbers of respondents agree that the training program improves promotion aspects.

Level of significance =5% Degrees of freedom = n-1 = 5-1 = 4
Total number of respondents = 3+25+6+15+1 = 50
Expected frequency(E_i)=(Total no of respondents)/no of opinions= 50/5 = 10

$$\text{CHI-SQUARE } (x^2) = \sum [(O_i - E_i)^2 / E_i]$$

Where O_i = Observed frequency, E_i = Expected frequency

CHI-SQUARE (x^2) = $\sum [(O_i - E_i)^2 / E_i] = 39.6$ The calculated x^2 value is 39.6 The table value of x^2 for Degree of Freedom 4, at 5% level of significance is 9.49

x^2 computed value = 39.6 x^2 table value = 9.49

Interpretation - Since x^2 (computed value) > x^2 (Table value), Null hypothesis is rejected. So, improvement in promotional aspects is not independent of the training program with the belief that the numbers of respondents agrees that the training

improves promotional aspects. 28 out of 50 employees feel that training programs improves promotional aspects on the basis that training program improves employee's skills which in turn increases promotional opportunities.

4.Training program improves behavior and attitude of the employees

In the above question the employees are asked about whether the training program improves behavior and attitude of the employees. The employee's opinions are tabulated as follows

Table -4Opinion of the employees on whether the training program improves behavior and attitude of the employees

Opinion of the respondents	No. of respondents	Percentage	Observed frequency (O _i)	Expected frequency (E _i)	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
Strongly agree	18	36	18	10	8	64	6.4
Agree	26	52	26	10	16	256	25.6
Neutral	3	6	3	10	7	49	4.9
Disagree	3	6	3	10	7	49	4.9
Strongly	0	0	0	10	10	100	10
TOTAL	50	100.0					

$$[(O_i - E_i)^2 / E_i] = 51.8$$

CHI SQUARE ANALYSIS

CHI SQUARE TEST/TEST OF INDEPENDENCE is used for analysis.

Null hypothesis (H₀): Improvement in behavior and attitude of the employees is independent of the training program.

Alternate Hypothesis (H_a): Improvement in behavior and attitude of the employees is not independent of the training program with the belief that the numbers of respondents agree that the training program improves behavior and attitude of the employees.

Level of significance =5% **Degrees of freedom** = n-1 = 5-1 = 4

Total number of respondents = 18+26+3+3+0 = 50

Expected frequency (E_i)=Total no of respondents/no of opinions=50/5=10

CHI-SQUARE (χ^2) = $[(O_i - E_i)^2 / E_i]$

Where O_i = Observed frequency, E_i = Expected frequency.

CHI-SQUARE (χ^2) = $[(O_i - E_i)^2 / E_i] = 51.8$

The calculated χ^2 value is 51.8 The table value of χ^2 for Degree of Freedom 4, at 5% level of significance is 9.49

χ^2 computed value = 51.8 χ^2 table value = 9.49

Interpretation - Since χ^2 (computed value) > χ^2 (Table value), Null hypothesis is rejected. So, improvement in behavior and attitude of the employees is not independent of the training program with the belief that the numbers of respondents agrees that the training program improves behavior and attitude of the employees. 44 out of 50 employees are having the impression that training program improves behavior and attitude of the employees. Only 3 employees are neutral and 3 disagree that training program improves the behavior and attitude of the employees.

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