

A Study On Effectiveness Of Learning And Development With Reference To A Private Limited Company.,Chennai

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Abstract— In this research, the effectiveness of Learning and Development programs was carried out in a private limited company in Chennai. The different types of Learning and Development programs, under safety, technical, soft-skills, environmental, even the virtual Learning and Development programs, via Microsoft teams, Voice message training were studied. Learning is acquiring knowledge via both formal and informal training. Development is a long term process. Learning and Development program helps in self-improvement of employees, retention of employees, organizational development in the long run, increase the market share of the organization, if given in a sustainable way. The objectives of the study was to find the effect of Learning and Development on trainee skill and knowledge, after the training program and the effect the Learning and Development on employee motivation and satisfaction. In this study, we used Descriptive Research, with the Probability Sampling technique, under which Simple Random Sampling method is applied, for a sample of 128 respondents. In that, 94.5% respondents feel job knowledge before Learning and Development programs were challenging, compared with the same, 98.4% of respondents, who feel satisfactory after of Learning and Development programs. This fosters the pivotal of Learning and Development programs in the organization. Here, we used IBM SPSS Statistical tools, such as Correlation analysis, Simple Linear Regression, Multiple Regression, One-way ANOVA, Chi-square test etc have been used

Keywords—Learning and Development, Skill, Knowledge,Performance, Productivity, Motivation,

Introduction

Learning and Development (L&D) programs are the fundamental tools in an organization. Training is a continuous process of providing employees with the competencies -knowledge, skills and abilities (KSAs), required to do the particular job. While training is a short term process, development is future focused, and aims to prepare employees to take on additional responsibilities in different jobs, usually at a higher level. Development is thus a long term process.

For an organization to stand out in the global market and to withstand the competition from the competitors, employees must be trained with requisite knowledge, skills and abilities (KSAs). To gain quality output and to improve the workforce, learning and development (L&D) programs plays a vital role. Employers are investing in these learning and development (L&D) programs, for better results from the employee as well as organizational development. L&D programs, helps in retention of employees and to provide them with requisite skills, helps the organization in the long run.

I. Objectives Of The Study

- To find out the effect of L&D on trainee skill and knowledge, after the training program.
- To analyze the effect of L&D on employee motivation and satisfaction.
- To determine the effect of L&D on employees' performance and productivity.

II. Literature Review

1. **M.Jyothi Sheeba, Prabu B.Christopher** (2020,Exploring the Role of Training and Development in creating Innovative Work Behaviors and Accomplishing Non-Routine Cognitive Jobs for Organizational Effectiveness, Journal of Critical Reviews, Vol.7, Issue.4,

Pg.No.:263):From this paper, we understand that the learning and development programs foster the requisite knowledge, skills and attitudes (KSAs), within, employees' mindset. In addition to this, it is also the necessity of non-routine cognitive jobs which kindle the need for innovation in the workplace.

2. **Gaurav Kumar Singh, Aanchal Khanna** (2020, Effectiveness of E-Learning in Career Development, International Journal of Advanced Science and Technology, Vol.29, Issue 5s, Pg.No.:2899-2910):In this paper, a survey was conducted around 106 employees, to find out, the effectiveness of e-learning courses in technical skills, soft skills for employees' career development. Most of the respondents feel that e-learning has it's spot, as there are no time restrictions, and forms the best type of L&D programs.
3. **Bharthvajan R, S Fabiyola Kavitha** (September 2019, A Research on Effectiveness of Training and Development in its Solutions, International Journal of Innovative Technology and Exploring Engineering (IJITEE), Vol.8, Issue 11, Pg.No.:3571): In this paper, the sample were collected around 110 employees. It is also portrayed that the training given during the induction program in the organization is a well-planned exercise.
4. **Joel Rodriguez, Kelley Walters** (April 2017, The Importance of Training and Development in Employee Performance and Evaluation, World Wide Journal of Multidisciplinary Research and Development, 3(10): Pg.No.:206-212):
From this paper, employee training and development makes the organization stand-out in the global market position as well as helps in improving the employee morale, skill and competencies required to do a particular job.
5. **Mohammed Raja Abulraheem Salah** (July 2016,The Impact of Training and Development on Employees Performance and Productivity, International Journal of Management Sciences and Business Research, Vol.5, Issue:7, Pg.No.:36):In this paper, the sample were collected around 254 employees. In addition to this, it is understood that effective training programs and proper development plans equip the employees knowledge and skill sets, and holds a top position in the employee performance and productivity.
6. **Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan** (July 2011, Impact of Training and Development on Organizational Performance, Global Journal of Management and Business Research, Vol.11, Issue:7, Pg.No.:63): From this paper, it is understood that there are four independent variables, namely, Training and Development, On-the-Job Training, Training design and Delivery style, which have positive impact on organizational performance, which also, increases the overall organizational performance.

IV Research Methodology

The research design used for this study is Descriptive Research methodology. In the descriptive research surveys on the facts are done to find about the issue and the factors prevailing in the company regarding learning and development.The sample was drawn from employees of private limited companies based in Chennai.Simple random sampling has been used for the purpose of this study. The sample size taken for the study is 128 respondents based on their responses through questionnaires.

III. Data Analysis And Interpretation

Chart 1: Chart Showing Gender Profile of Respondents

Gender

128 responses

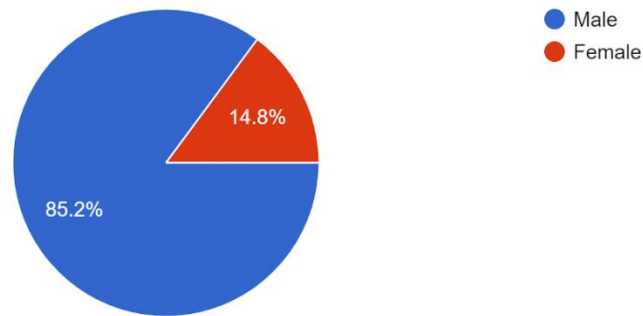


TABLE I. LEARNING METHOD FOR ‘SAFETY’

S.No.	Learning Method For ‘Safety’	No.Of Respondents	% Analysis
1.	Lockout Tagout (LOTO)	81	63.3
2.	Soft Skills Training	3	2.3
3.	Behavioral Training	44	34.4
	Total	128	100

Inference:

So, we infer that 63.3% of respondents point to Lockout Tagout (LOTO), followed by 2.3% respondents, point to Soft Skills Training, and the remaining 34.4% respondents point to Behavioral Training.

TABLE II. NATURE OF JOB AFTER L&D:

S.No.	Nature of job After L&D	No.Of Respondents	% Analysis
1.	Challenging	2	1.6
2.	Satisfactory	126	98.4
	Total	128	100

Inference:

So, we infer that 1.6% of respondents point that their job nature was challenging after L&D, followed by 98.4% of respondents, point that their job nature was satisfactory after L&D.

A. Correlation Analysis

Correlations

		often freq of training	Understanding inc after LnD
often freq of training	Pearson Correlation	1	.071
	Sig. (2-tailed)		.426
	N	128	128
Understanding inc after LnD	Pearson Correlation	.071	1
	Sig. (2-tailed)	.426	
	N	128	128

Inference:

From this output, we infer that the direction of the relationship is positive (Frequency of training and understanding increased after L&D are positively correlated)

B. Friedman’s Test

Ranks	
	Mean Rank
Learning program Impr skills	2.04
Learning program Org Dev	2.00
Learning program Employee Ret	1.96

Test Statistics ^a	
N	128
Chi-Square	3.279
df	2
Asymp. Sig.	.194

Inference:

The usefulness of learning program was analysed on benefits such as Improvement of Skills, Organizational Development, Employee Retention was preferred for reasons to go for L&D.

WILCOXON SIGNED RANK TEST:

Ranks			
		N	Mean Rank
Understanding inc after LnD - Before LnD prac	Negative Ranks	0 ^a	.00
			Sum of Ranks
			.00

knowledge	Positive Ranks	126 ^b	63.50	8001.00
	Ties	2 ^c		
	Total	128		

- a. Understanding inc after LnD < Before LnD prac knowledge
- b. Understanding inc after LnD > Before LnD prac knowledge
- c. Understanding inc after LnD = Before LnD prac knowledge

Test Statistics ^a	
	Understanding inc after LnD - Before LnD prac knowledge
Z	-9.881 ^b
Asymp. Sig. (2-tailed)	.000

- a. Wilcoxon Signed Ranks Test
- b. Based on negative ranks.

INFERENCE:

From this output, we infer that, there is relationship between before L&D practical knowledge and understanding increased after L&D .

ONE-WAY ANOVA:

ANOVA					
		Sum of Squares	df	Mean Square	F
Learning programme Employee Ret	Between Groups	.214	3	.071	.182
	Within Groups	48.505	124	.391	
	Total	48.719	127		
Learning programme Org Dev	Between Groups	.185	3	.062	.261
	Within Groups	29.307	124	.236	
	Total	29.492	127		
Learning programme Impr skills	Between Groups	1.020	3	.340	1.892
	Within Groups	22.285	124	.180	
	Total	23.305	127		

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ANOVA		
		Sig.
Learning programme Employee Ret	Between Groups	.908
	Within Groups	
	Total	
Learning programme Org Dev	Between Groups	.853
	Within Groups	
	Total	
Learning programme Impr skills	Between Groups	.134
	Within Groups	
	Total	

INFERENCE:

From this output, we infer that effect of three different factors for L&D usefulness such as Employee Retention, Organizational Development, Improvement of Skills to find out if there is a difference between the three groups. There is no statistically significant difference between the group as determined by one-way ANOVA.

V. Discussions And Findings

The demographic profile indicates that 85.2% of respondents are male followed by 14.8% female respondents. It is found that, 34.4% respondents of age group bearing 20-30, followed by 42.2% respondents from 30-40 age group, 14.1% respondents from 40-50 age group and 9.4% respondents from age group above 50 has responded.

It is found that, 94.5% of respondents point that their knowledge level before L&D program were challenging, followed by 5.5% of respondents, point that their knowledge level before L&D was satisfactory. It is found that, 1.6% of respondents point that their job nature was challenging after L&D, followed by 98.4% of respondents, point that their job nature was satisfactory after L&D.

It is inferred from the Correlation Analysis, that the direction of the relationship is positive (Frequency of training and Understanding increased after L&D are positively correlated). It is inferred from Wilcoxon Signed Rank Test, that there is statistically significant relationship between before L&D practical knowledge and understanding increased after L&D. A statistically significant value, $Z = -9.881, p = .000$.

It is inferred from Factor Analysis, The important parameter for Learning and Development (L&D) program are it's frequency of training, as it holds the priority factor of 0.857

VI. Conclusion

From the research, it is found that, learning and development program is a cushion for employees to work productively, and gives them a sense of motivation and job satisfaction, by mustering their performance.

So, considering both scenarios of before and after L&D program, it is found that most of the employees feel that Learning and Development program occupies a pivotal position for their growth as well as organizational development in the long run.

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