

Project Dissertation Report on
IMPACT OF TRAINING AND DEVELOPMENT
ON EMPLOYEE RETENTION

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CERTIFICATE

This is to certify that the project work done on “Impact on Training and Development on Employee Retention” an original work carried out by Simran Kumari, MBA Student of DSM, DTU, Bawana Road Delhi-42 under my supervision and guidance. The project report is submitted towards the fulfilment of a two-year, Full-time Master of Business Administration.

This work has not been submitted anywhere else for any other degree/diploma.

Date: 30th April 2022

Prof. Chandan Sharma

DSM, DTU

DECLARATION

I hereby declare that this project titled “Impact of Training and Development on Employee Retention” submitted to DSM has been carried out by me. Further I declare that this is my original work carried out under the guidance of my seniors in partial fulfilment of MBA program.

All the contents of this project report are true and to my best of knowledge have not been submitted earlier to any University or institution for award of Degree/ Diploma/ Certificate or published anytime earlier.

Simran Kumari

Roll number- 2K20/DMBA/127

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The experience I gained during this research project is of immense importance academically and professionally.

Thank You,

Simran Kumari

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ABSTRACT

The effective human resources practices is now a top priority for businesses. This study looks into the link between the training and development practices and their impact on employee retention.

Because human workforces are a valuable asset in both the manufacturing and service sectors, human resource management methods, particularly Training & Development, have become a critical issue for all firms. Organizational benefits include revenue, reputation, and staff retention when HRM policies are implemented effectively. Employee retention is a matter of concern for all businesses. The research look upon the impact of training and development on employee retention.

The moderating influence between training and development was also investigated in this study. A questionnaire was used to obtain the information. Employee retention is influenced through training and development, according to the findings.

These Training and Development programs should be implemented by organizations to keep employees engaged and optimistic about their jobs. The practices show a decline in employee turnover and promote the retention of talented and motivated individuals in the workplace.

Training and development tend to directly impact employee retention, according to the findings.

INTRODUCTION

HRM is vital in a business because it allows managers to better manage human resources and develop retention tactics. Management Human resource practices is crucial to the success of any firm.

The five key Human Resource Management practices are talent acquisition, training and development, incentives and recognition, performance management, and health and safety.

The intention to stay has a statistically significant impact on talent acquisition. In every firm, talent acquisition is critical to keeping talented employees. Training and development are HRM practices in which firms invest in the improvement of their employees' knowledge, skills, abilities, and other critical capabilities in order to increase productivity. Training and development are inextricably tied to an employee's desire to stay with the company.

Employee retention is heavily influenced by the company's reward and recognition policies. Employees who are satisfied with the organization's regular reward and recognition package are more likely to opt to stay on the job and improve extra-role performance.

The intention to stay is strongly linked to performance appraisal. Staff motivation is harmed by a lack of performance appraisal, which adds to employee turnover plans. As a result, performance evaluation is an important aspect of HRM practices that can affect employee retention.

A safety atmosphere is defined in the literature as a set of ideas and expectations that employees have about the safety of their job. Human resource techniques have been employed by businesses to increase their performance and productivity, particularly in terms of retention. HRM strategies that are well-structured help to maintain employees in the organization and reduce turnover.

Human resource management procedures are a company's valuable asset through which they provide a competitive advantage. Employees will be more devoted to their work and the organization if they are happy with their jobs, and their performance, productivity, and willingness to stay with the company will all improve. Job discontent, a lack of supervisory help and feedback, a lack of training and growth, and inefficient remuneration are all common reasons for employees to leave.

Because a corporation may spend more time creating and less time educating employees, employee retention is crucial for the firm's economic success. Employees may have a positive or negative attitude toward specific work duties, products or services, coworkers or management, or workplace organization.

Employee retention is crucial for every company's long-term profitability and growth. Today's businesses must fight not only with exterior rivals, but also with internal employee retention.

Because other companies or organizations cannot replace their personnel, organizations frequently aim to retain the desired employees to obtain a competitive advantage. Employee retention refers to the various programs and activities that an organization implements throughout time to ensure that its employees stay with the company.

Employee psychological outcomes (e.g., organizational commitment and engagement) will improve as a result of HR policies, resulting in increased employee productivity and innovation. Existing research on HR and innovation, such as product, process, and repair innovation, has primarily focused on developed countries, as their Training and Development practices have become major issues for all organizations, as human workforces are the greatest assets of both the manufacturing and service sectors.

The connect between training and development and innovation performance, according to Julia Nieves and Agustin Quintana, has numerous unsolved problems. To begin, some training programs may have a direct impact on innovation performance, while others have an indirect impact by supporting the development of resources and competencies.

According to F. Deepakshi Jaiwal and Rajib Lochan Dhar (2017), this industry needs to develop new ideas, processes, and innovations that can become a significant aspect of long-term company performance in order to establish and preserve competitive advantage. In the expanding knowledge-based economy, employee creativity management is reconised as one of the most significant management techniques. Through innovation, employee creativity can lead to improved organisational performance.

To create high-performance work systems, specific training and development that encourages creative behavior must be designed.

This study will provide a better knowledge of HR tactics and how we can use such methods to retain personnel. Organizations should take steps to retain employees because of the importance of HR. This study will provide useful information on training and development that will aid in staff retention.

RATIONALE OF THE STUDY

Because of the favorable influence Training and Development has on employee retention, most firms are implementing it into their operations. The human resource practices of an organization's human resource practices include retention. Higher rate of employee turnover is mainly because of Employee Retention and that is the most difficult part.

Both excessively high and low turnover rates are detrimental to the success and productivity of a business. To meet the challenge of gaining a competitive edge, employers must create a workplace that fosters performance, productivity, and retention. The ability of management/leadership and human resource initiatives to keep employees depends on them.

In today's market, many organizations gain a substantial competitive advantage by employing excellent Training and Development procedures. Effective staff retention can be aided by implementing good training and development.

The need for this study arose from a desire to learn more about how Training and Development is implemented in the corporate world. Training and development are critical factors on which to concentrate attention because these practices have an immediate influence on human resources. The HR department in an organization is responsible for hiring new personnel; newly hired employees play a significant impact on the hotel's performance, thus they must be properly taught. Organizations also increase the use of opportunities in underserved areas and give jobs.

We shall address Human Resource Management in relation to manage various training practices and development activities inside the organization in this report, but the most important responsibility of the HR department is to retain and welcome new ideas and innovations that might help the organization expand.

Human resource management is as important as any other management for the success of any business. Through strategies, it recommends a variety of management styles and activities, as well as approaches for projecting human resource requirements. The following are some of the HR strategies:

Employee Retention

Companies should focus on retaining employees in today's world. Staff retention starts with hiring the right people and developing various strategies or programs to keep employees busy and motivated in the workplace.

Staff retention has increased over time due to pattern changes, industrial development, and increased employment opportunities. Employees should be retained because of their skills, knowledge, and ability; however, employees are starting to quit when they realize they are not being treated fairly based on their skills, knowledge, and abilities.

Employee Training and Development

The current market scenarios appear to be a technological improvement and market globalisation. In order to survive in such difficult times, businesses must seek out all viable options. Employee skills and expertise became critical in this environment for continual improvement and organisational performance. Because it is vital to improve employee quality, one of the methods to do so is through excellent training and development programmes. Talented employees' skills, expertise, and capacities are essential competitive advantages in global markets.

All members of an organisation should receive training in order to build effective capacities, skills, and knowledge. Employee development and training programmes are used in the sector to keep employees motivated and positive about the company. Employees will become more skilled and experts as a result of training since it will build more skills in them, and they will have a chance to get promoted on the basis of their talents if training is repeated after a certain period. Promotions after a set amount of time will keep staff motivated and prevent them from looking for other

alternatives. As employees receive more training, their level of performance improves considerably.

Compensation

Compensation is one of the most common retention strategies used by businesses. Compensation can be both extrinsic and intrinsic. It means that the corporation can provide non-monetary rewards such as appreciation letters to its employees as well as monetary advantages such as allowances or cash in both forms. Attractive wage packages, leave policies, incentives, and promotions, among other things, are all variables that can help a firm retain skilled and experienced staff.

Businesses must improve their pay systems or packages in order to retain more and more skilled people. However, today's industries are not focusing on employee perks, as a result of which employees are less loyal to the organisation and switch. Employee loyalty to the organisation can be maintained through salary, which leads to great performance and a favourable mood among the workforce. Employees will be more loyal to their jobs if they receive recognition from their coworkers, customers, or bosses. Employees might be rewarded in a variety of ways, including certificates of recognition, allowances, bonuses, and prizes, among others.

Performance Appraisal

Organizations use a technique called performance appraisal to evaluate their employees' performance. Employee performance appraisals are used by many companies to help them improve their performance. Performance defects can be identified through regular performance reviews, and training sessions can help to mitigate them.

When employers learn of their employees' poor performance, they terminate them; however, if employers do performance appraisals as well as training and development sessions, they can keep their employees. Organizations must build an appraisal system since skills are built through training, but if employees are fired based on poor performance, the firm will lose time and money on recruitment. Organizations must train their staff to save money on this, but regrettably, they do not invest enough in their people, resulting in high employee turnover.

Perceived Supervisor Support

PSS makes an important contribution to staff retention. Employee loyalty and commitment to their organisation increase when subordinates have a pleasant and strong relationship with their managers. Many employees believe that their bosses are supportive of them.

They construct a positive supervisor picture in their minds, which motivates them to work well on every task, assignment, and project, and to offer the organisation greater services and performance.

Employees tend to be engaged and involved in their duties when they have pleasant and open communication with their supervisors. Supervisors' relationship leadership style has a favourable influence on employees' burnout decisions. Employees' skills and competencies will be boosted as a result of subordinates and bosses connecting, resulting in employees staying with the organisation for extended periods of time.

The Conceptual Framework

Employee Engagement and Employee Retention

An organization's managers should be instructed to empower its staff by involving them in decision-making. Employee work satisfaction will result, resulting in lower employee turnover. Cut firms, on the other hand, tend to control their employees in every way and refuse to give them employee empowerment, resulting in high employee turnover. Employee commitment is increased as a result of effective training and development practices.

Employee Training and Development And Employee Retention

Employee training is a structured activity that aims to increase employee performance by improving their abilities. Employee performance can be improved through training. It also strengthens their commitment to the company, resulting in lower turnover and more staff retention.

Performance Appraisal and Employee Retention

Employee performance is reviewed through a systematic procedure called performance appraisal. It evaluates an individual's contribution to an organization, assisting in the development of a successful career.

Employee turnover can be influenced by performance appraisal practices. When employees associate their performance appraisal activities with performance appraisal politics, job discontent develops, and people consider changing jobs, resulting in high employee turnover.

Compensation and Employee Retention

Employee retention is considered to be influenced by compensation. It could be the pay that comes with working for your company. Compensation aids in the retention of employees and the reduction of absenteeism.

Perceived Supervisor Support and Employee Retention

Employees' attitudes toward their bosses in terms of the value and well-being of their efforts." Employees that are valued for their abilities, accomplishments, and efforts are more likely to stay with a company. Mentoring is a technique for guiding people through the stages of growth. Employees have a stronger commitment to the organisation they work for when they believe their supervisors are concerned about their well-being.

LITERATURE REVIEW

Theoretical Background

Without training and development, staff development is deteriorating. As a result of technological advances, resulting in more competition, higher customer expectations for quality and service, as well as the cost-cutting drive, it plays a very important role.

The Need

Before we blame technology for the increased need for employee training inputs, it's important to recognize that there are other factors at work.

Training is also essential for the employee's personal development and advancement, which motivates him to work for a particular company for reasons other than the pay. We also require training to keep employees informed about market trends, changes in employment policies, and other matters.

Training Process:

Need-Analysis	Objectives	Delivery	Evaluation
What are the training needs for a person?	Objectives should be achieved.	Techniques <ul style="list-style-type: none">● On-Job Training● Action Learning	Measure Reaction, learning, behavior and

The above figure shows how the training needs occur and how it is evaluated after delivering the training.

- Firstly TNA occurs, as to what are the needs that is actually required by an employee in the ongoing job.

- Then happens training objectives, which means the objectives should be measurable as well as observable that is after giving the training, the outcomes should be observable and measurable.
- The next main part is the training delivery, which includes mix of both .
- The last part is known as training evaluation. The delivery of training has been done and now it is time to evaluate the outcomes with the objectives. If the objectives matches with the outcomes it means that the training has been successful.

Training Need Analysis (TNA)

Training is expensive, not only financially, but also in terms of time and other resources used. The most important question is whether training is needed and whether the intervention will help the company achieve its goals. The ‘analysis of training needs,’ which is the first step in the training and development process, contains the answer to the previous question.

“The perfect way to determine what training is needed is to analyze the training needs. It is done in three stages: organizational, individual, and work-related, each phase being called organizational, individual, and job analysis. The results of these courses are then compiled to determine the objectives of the training program.”

One way to look at the need for training is like a gap between "what it is" and "what it should be." As a result, the World Bank conducted a needs study and decided that many of its Eastern European units needed to be transformed from state to private institutions. Subsequently, a number of colleges were enrolled to build the required modules and to provide much-needed training.

Although each stage of the process is different, the needs analysis is different because it determines the type of training required. If information or skill interventions are required, or both, testing will show you this. If both of these qualities are present but the function is still failing, the problem may be lack of driving. As a result, it highlights the importance, as well as appropriate interventions, for effective training.

“Training Needs = (Desired Capability-Current Capability of the Participants)”

Benefits – Business Perspective

1. Find Knowledge Gaps

One of the most important benefits of completing a training needs analysis is that it may help you to identify any knowledge gaps within your staff before it becomes a problem. It is better to find a skills gap after a problem arises as a result than to point out a problem that you can solve and then solve it directly.

2. Help Plan Training

Another important benefit of analyzing training needs is that it makes planning your next year's training easier (any time you work). It is easy to integrate a training program that addresses all the gaps in your company and the employees who need additional training in certain areas.

3. Highlight Training

It is difficult to sit down and create a large organization training program without doing some research. You may think you know what kind of training your team needs, but analyzing training requirements may reveal a number of new areas where it needs training that you have not considered before.

This is why completing a training needs analysis is important: it may highlight training needs that you have not considered before and indicate that you need to start providing training in various fields to ensure that your employees are working to the best of their ability.

4. Make sure Training Is Focused

As mentioned earlier, you should have strong reasons for incorporating training into your training program, as you cannot simply consider what your employees need to learn. An analysis of training needs will show you exactly what to focus on, as well as areas where your employees do not need additional training during this time.

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5. Decide Participants for sessions

Another important step in planning training is to ensure that the right people are in the right training session. It is not helpful to expect everyone in your organization to attend all the training sessions. It is a waste of time and money for your company, and your employees will find themselves uninterested in training sessions if they have to attend them regularly.

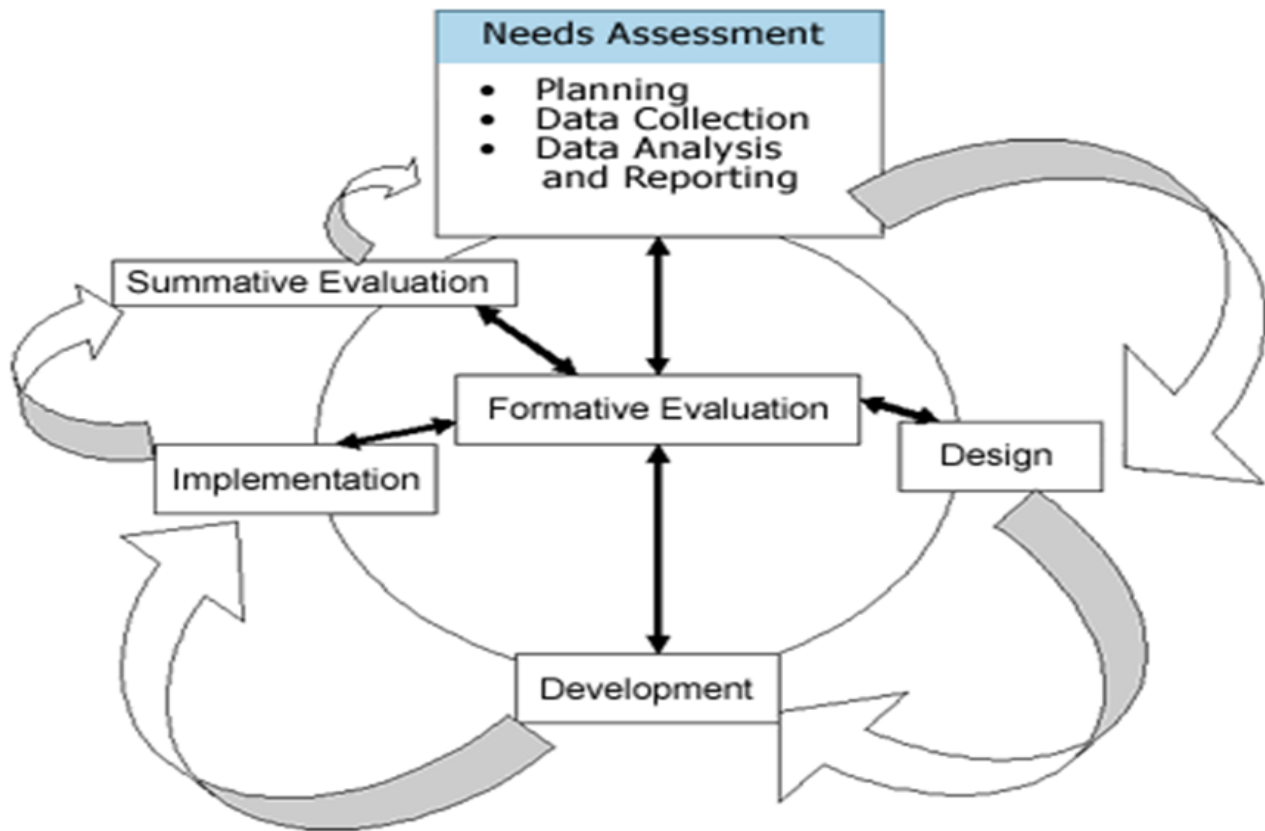
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6. Prioritize Training Needs

.When it comes to training, deciding which training sessions are most important can be difficult. An analysis of training needs, on the other hand, can help you determine which training should be done immediately and which training should be delayed.

When you think about the skills that each team member needs, you can prioritize them based on their importance. If you have a customer service team, for example, making sure they have strong customer service skills should be your main concern.

Process of Training Need Assessment

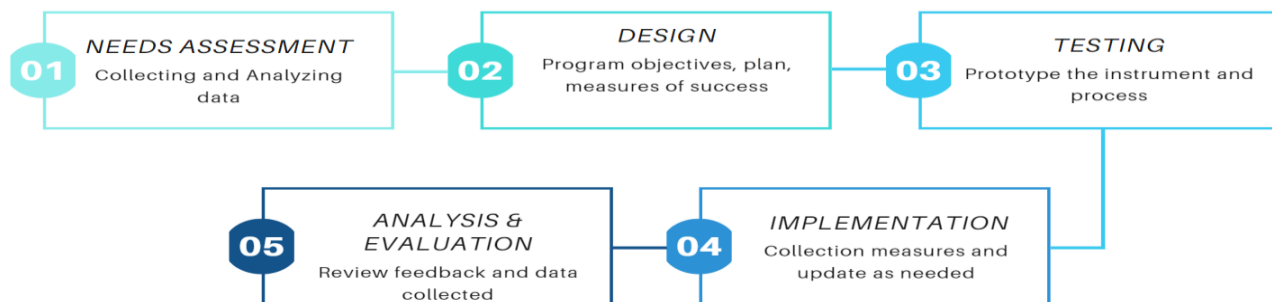


An assessment approach that may be used as a diagnostic tool to determine what type of training is necessary. This survey gathers data in order to determine what kind of training is needed to help individuals and organizations achieve their goals and objectives.

The exam evaluates individuals' knowledge, skills, and capacities, as well as the company's overall capabilities, and identifies any gaps or areas of need. You'll need to determine/develop the program's objectives after you've identified your training needs. These objectives will be used to determine success and utility.

The stated analysis may be done by managers of different Organizations who are able to watch their staff and provide training recommendations based on performance issues or gaps between performance and objectives.

Steps in a Training Needs Assessment



Training Methods

Staff training techniques exist in a wide range of forms and sizes, and the number of options is growing year after year. This implies that any team, department, and organization may pick and select the best training techniques for their needs.

Traditional Training Methods

1. Classroom-Based Training Programs

Classroom learning takes place in a visible area or out of place during a fixed period of time and is usually supervised by an assistant. A series of presentation slides and exercises are provided to groups of employees, such as sample reviews or information about business policy concerns.

Class-based training offers the advantage of allowing a large number of employees to learn at the same time. Unfortunately, this form of training has additional drawbacks, such as the high cost of renting accommodation, travel expenses, and drinks. Employees may find this type of training a bit stressful

2. Interactive Training

Collaborative training is one of the most successful corporate training approaches since it involves students with their learning skills. Acting, scenes, role-playing games, quizzes, and games may be used as part of this instruction.

Students become more engaged and likely to retain what they have learnt when they exercise their new abilities and use them in real-life settings. When done in person, however, it might take a long time, particularly if readers constantly want comments from a subject expert.

3. On-The-Job Training

Employees who are offered internships are expected to actively participate in their academics as well as real-world activities that are relevant to their present or future jobs. This is one of the most effective sequence planning teaching tools available.

Because employees are thrust into deeper edges, this form of training may result in faster learning. For some employees, this experience may be frustrating, not to mention time-consuming, due to the frequent installation necessary.

Modern Training Methods

4. Social Learning

Social learning is the process of learning for others by observing, imitating, and modeling their behavior. Social education may be used to train employees in the workplace.

Because community learning is difficult to plan, evaluate, and manage, it is not included in many traditional training programs. Employees are pushed beyond their normal responsibilities, which allows them to develop new ideas and problem-solving skills, which can be helpful.

5. Online Training

Online training, often known as e-learning, has become one of the most popular methods for efficiently teaching personnel. Online workplace training programs can take the shape of eLearning courses, webinars, videos, and other formats, and they provide a number of methods to deliver and assess content.

Employees may learn in a number of ways, depending on their learning styles and their requirements, thanks to the availability of online training courses. They may be able to study while traveling once more. What exactly is the problem? In development and maintenance (LMS) fees, a decent Learning Management System will only cost you a few hundred dollars..

6. Off- The- Job Training

Off-the-Job Training is a form of training in which employees / employees learn their jobs outside the workplace.

Simply put, on-the-job training requires employees to learn skills and become familiar with the tools and procedures that will be used in a real workplace on a designated training grounds, which may be close to the actual workplace.

Four level Training Evaluation Model



Level 1 Evaluation – Reaction

The purpose of this standard is straightforward: it assesses how people respond to a training model by asking questions that expose the trainees' thoughts. The questions will assess whether the participant had a good time and considered the program material to be helpful in his or her work.

Level 2 Evaluation – Learning

The assessment level is used to measure how well participants have developed in terms of skill, knowledge, and intellect.

Level 3 Evaluation – Transfer

The standard investigates how participants' behavior changed after completing the program. You can check the changes to check if the information, mind, or talents you have acquired in the program are being used in the workplace..

Level 4 Evaluation – Results

The fourth level assesses the overall effectiveness of the training model by looking at factors such as reduced costs, significant return on investment, improved product quality, fewer work risks, faster production times, and increased sales volume.

Training Effectiveness

Training effectiveness is a metric that measures how much training enhanced an employee's knowledge, competence, and behavioural pattern inside the organisation. Simply put, did the training accomplish its objectives.

A Two-Pronged Approach To Training Effectiveness:



- Through essential actions in its best practices training design, development, and delivery process, a business may assure training effectiveness. This is a true Quality by Design method, and it takes place before any employee attends training.
- An organization can assess training effectiveness through periodic review of current rainings after the trainings have been completed.

OBJECTIVES OF THE STUDY

The need for training is a process that serves as a diagnostic tool to assess what training is needed. This study collects information to identify what training is needed to help individuals and organizations achieve their goals and objectives. The assessment should look at how much money is needed to complete business operations, increase efficiency, and deliver quality goods and services. This is a test that examines the knowledge of people and organizations, skills, and abilities in order to find and fill gaps in knowledge, skills, and abilities.

Once you have determined your training needs, you will need to find out what kind of goals to grow in training that will help you achieve them.

Managers are able to monitor their employees and provide training recommendations based on performance issues or gaps between employee performance and objectives for performing this analysis. This research can also be done on a company-wide basis by training and development managers conducting surveys to determine the requirement.

The motive behind of a training needs assessment is primarily to identify performance requirement.

- To define the employees' perception on Training and Development
- To determine the areas in which training is needed.
- To explore the causes and reasons for the gap and methods for closing or eliminating the gap.
- To determine desired training outcomes.
- To measure satisfaction of training programs
- Help involve resources to the areas of need.
- To measure extent to which training and Development program have on employee retention

VARIABLES

Following variables were included during this study:

Independent: Human Resource practices that's Training & Development and Reward & Recognition.

Dependent: Employee Retention, Innovation skills and new ideas.

Variables	Description
Independent Variable	
Training & Development	It impact on the up scaling of the employees so the employee can further grow and develop within the organization.
Rewards & Recognition	It refers to monetary and non-monetary acknowledgement in a company newsletter or during regular meeting. Given a sense of belongingness in an organization is what many employees want.
Dependent Variable	

Innovation	Innovation skills create distinctive value for the organization and it helps in making changes to or improving existing product, process, and service.
Employee Retention	Many studies says that the reason behind leaving the organization is out of frustration or by constant friction with their colleagues or other managers.

RESEARCH METHODOLOGY

Type of research

“Research design is the determination and statement of the general research approach or strategy adopted or the particular project.”

Following research design have been used in this study: **Descriptive Research.**

Descriptive Research:

The research attempted to describe, explain, and understand current situations. The goal was to look into a phenomena that was happening at a given location and time. The research looked at the current circumstances, practices, structures, differences, or linkages, as well as views, ongoing processes, or emerging trends.

Sampling Design:

The study based upon Probability sampling- **RANDOM SAMPLING.**

Source of Data:

Primary Data:

Data Collected is from the immediate employees of the organization. Information is collected through questionnaire filled through employees of the organization with a specific intention and on specific subject. A sample of the questionnaire is also attached with the report.

Secondary Data:

Data gathered from studies, surveys, or experiments and research. The secondary data in this research will be collected through articles, journals, magazine, and published research paper only for the literature review section.

Designing of the Questionnaire:

Primary data was collected mainly through the help of survey information (Questionnaire). A concise questionnaire was prepared keeping in mind the information specification and the objective of the report.

Data collection Tool\ Instruments

The research instrument - Questionnaire

The respondents - Employees

Sample configuration - Sample size of the respondents

Methods of Data collection

The data collected is mainly through **Quantitative method**- Questionnaire. However **Qualitative methods** has also been used for having the wider prospective about the timings in the personal interviews.

Research Tools\Techniques used

Samples Size	50 (from a particular sector of organization)
Target population	Employees of the organization
Types of questionnaire	Structured
Number of questions asked	15
Scale	Multi-option, single option. Rating scale.
Data captured for	Identifying the training needs of the employees and measure the effectiveness is training need identification

DATA ANALYSIS AND INTERPRETATION

Training need training is a diagnostic method to determine the type of training required. Needs assessments can assist in policy or program decision making, leading to better performance and achieving desired outcomes. Improving the results, or moving from where you are now to where you want to be, is a worthwhile effort (and often bold). The latest options, such as the design, implementation, and evaluation of projects and programs that will lead to the expected objectives, will be informed of the needs assessment.

Staff training programs help employees sharpen the skills they need to improve. The development plan enhances the skills and competencies of all employees, ensuring that they are all on the same page. This helps to eliminate any weaknesses in a company that relies on others to perform important tasks. Well-informed staff and people who can participate in each other are the result of providing appropriate training.

Employees who receive adequate training are better prepared to carry out their duties. Employees have a greater understanding of the basic rules and procedures of workplace safety. Because they better understand the industry and their job responsibilities, employees may gain confidence through training. People may be motivated to improve their performance and come up with new ideas because of their confidence, which leads to their success.

Continuous training also keeps your employees informed about trends in the industry. Skilled employees who stay at the top of the changing industry standards help your company maintain its position as an industry leader and a formidable competitor.

A systematic training and development program benefits employees with consistent experience and prior knowledge. When it comes to corporate principles and procedures, consistency is essential. Functions such as security, discrimination, and administration fall under this category. Regular training in these areas for all team members ensures that everyone is familiar with the content.

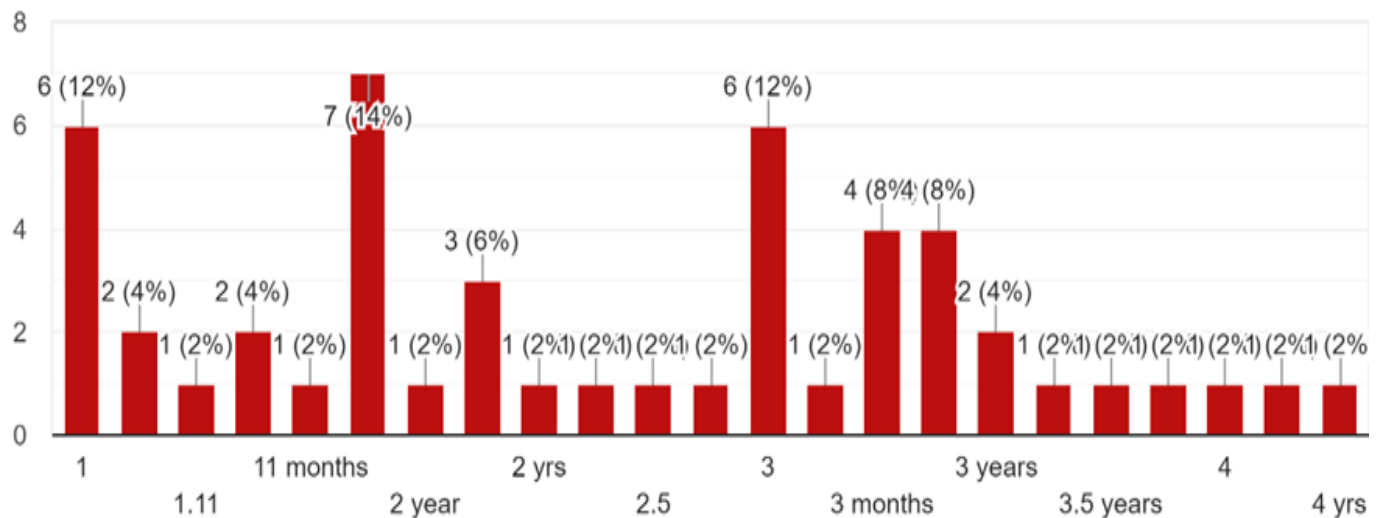
Employees who do not have access to training and development programs are limited than those who do not have access to international training opportunities on their own. The fact that the company is investing in training shows that it values its employees. Training helps to create a pleasant working environment. Employees who would not know or seek training for themselves could be of help. Respected employees who are motivated by training opportunities are more likely to be satisfied with their work.

As a result, a staff survey was conducted entitled "Success and Evaluation Training and Development in Staff Retention." Based on staff findings, analysis and interpretation was performed, conclusions were reached and suggestions.

Question 1:

1. How many years have you been associated with your current organisation?

50 responses



Data Interpretation:

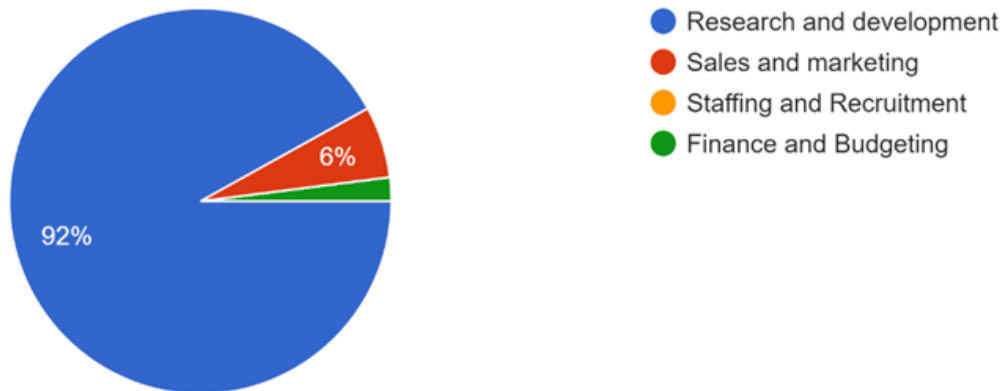
The objective was to know the retention rate of the people working in the organisation. By knowing the number of years we could interpret for how long they have been serving in the company. If someone is genuinely engaged, they will not want to leave their job because they want to keep helping the firm achieve its goals. Because they are mentally and emotionally engaged to what they are doing today, they will not be persuaded to search for new job.

Employee engagement contributes to higher retention rates, especially among top performers, which has become increasingly important (and challenging) in today's hyper-mobile workforce.

Question 2:

2. Which division do you work in?

50 responses



Data Interpretation:

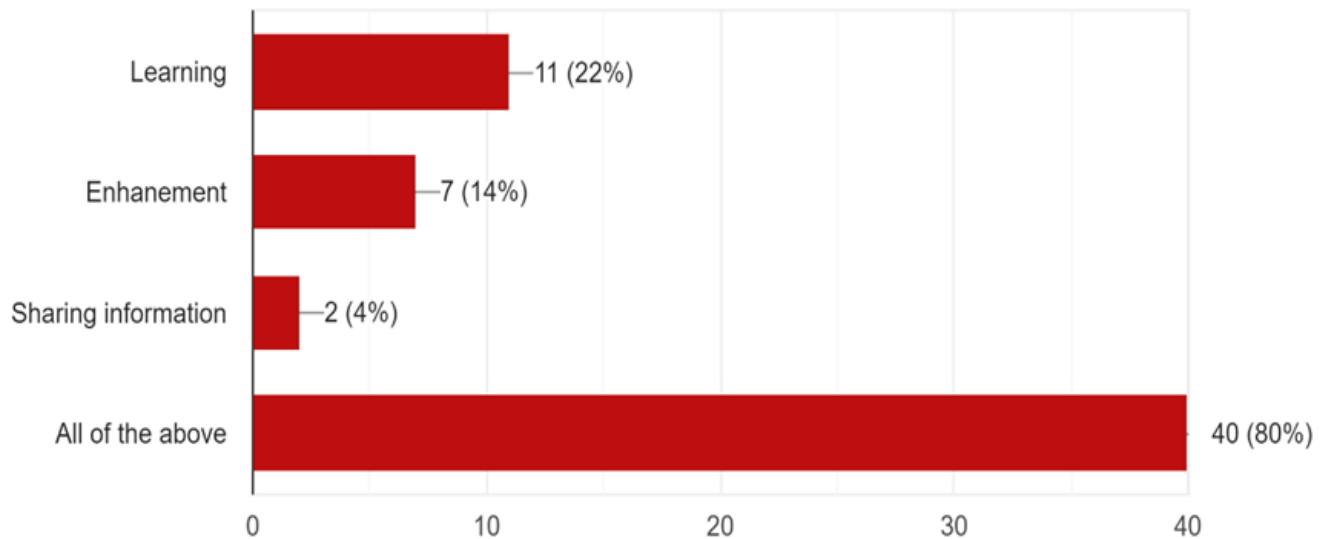
Through this we can interpret which division/ department most of the employees are. By relating to the division and year of survive e can conclude that the division is doing good with it's training and development practices and thus the employees tend to work for longer period of time. And which division need more person-job fit.

Recruiters frequently view the person–job match as the first factor. This is not unexpected, given that person–job fit is associated to a variety of positive work attitudes, such as happiness with the work environment, organizational identification, job satisfaction, and work behaviors such as job performance.

Question 3:

3. What do you understand by Training?

50 responses



Data Interpretation:

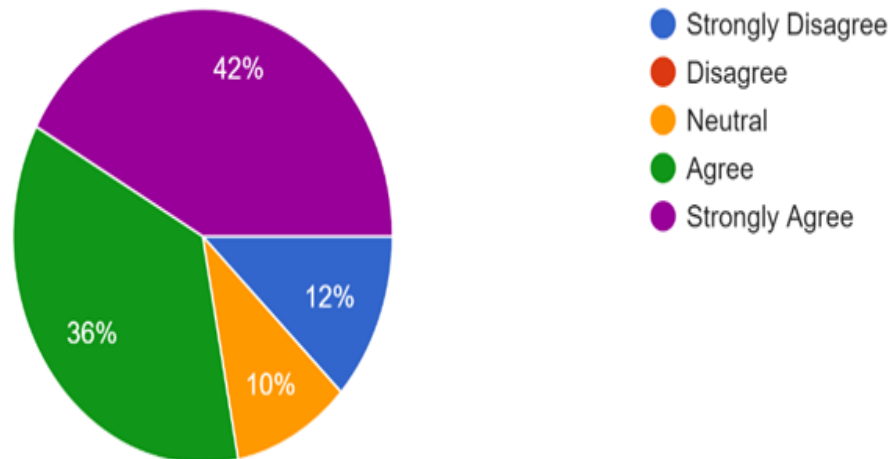
By delivering relevant, timely employee training, the company actually invest in the talent pool, growing your organization's knowledge base, and bringing value to your business.

From entry level to senior leadership, according to the employee perspective training offers a variety of training programmes and resources that can benefit company and its workers by learning, enhancement of the skillset and knowledge and sharing of information.

Question 4:

4. Training is must for enhancing productivity and performance.

50 responses



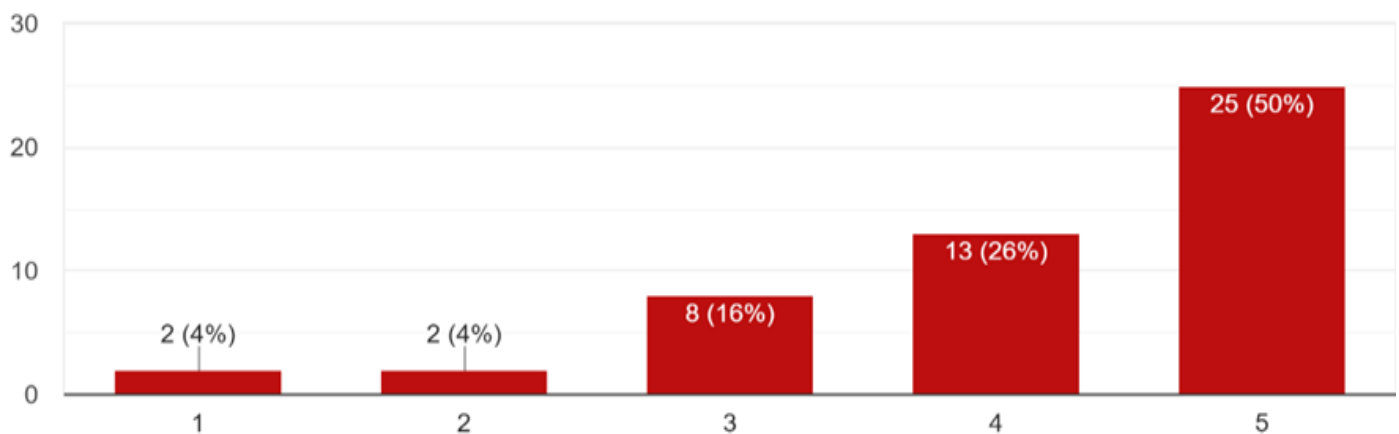
Data Interpretation:

Employees are considered to be a company's most valuable asset, and training them is one of the most important aspects of long-term commercial success. Employee development is aided by proper training and coaching, which not only boosts company productivity but also assists people in guiding their own personal progress. Investing in your employees' professional growth is critical for team retention, and individuals who are invested in their career development will stay at a company longer. And majority of them have agreed to it.

Question 5:

5. How would you rate the effectiveness of process used to identify your training and professional development needs?

50 responses



Data Interpretation:

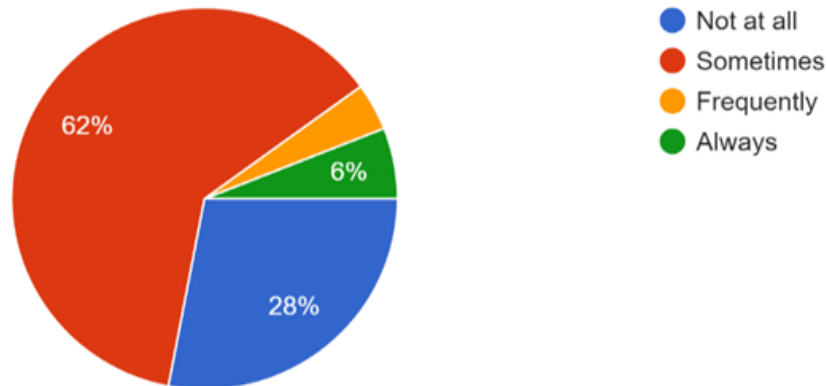
The Training Manager carefully analyses the data to build the best training programme to suit the skill and training needs of the employees, allowing them to be more productive and fulfil the organization's goals and objectives. Half of the employees here have stated that the process used to identify training needs and development areas was completely effective. But the rest did not find it effective completely. So there can be a change in the Training Need Assessment methods and that can be more effective and satisfying to the employees.

If training needs are not met then the employees would not see their individual growth and thus might tend to change the organisation.

Question 6:

6. Is there any mismatch between the Training you need and the Training identified by your manager or management?

50 responses



Data Interpretation:

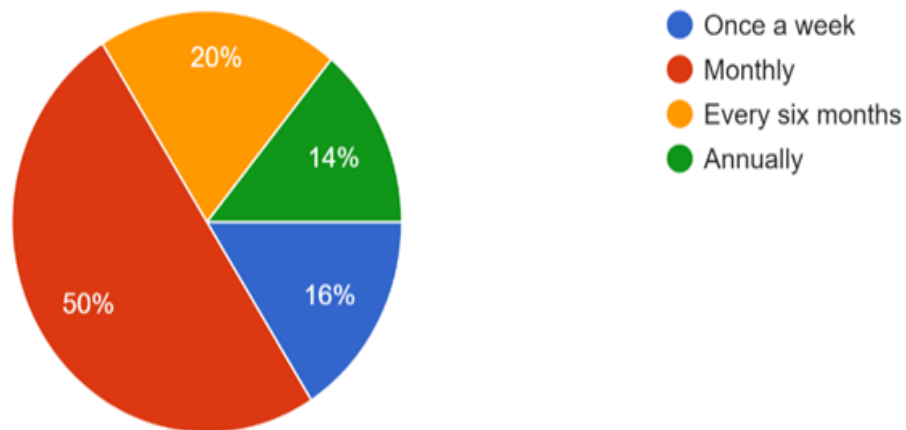
Most Managers understand the need of organizational growth via training and development, but sometimes disregard the needs of individual employees. It's counterproductive to provide training that isn't necessary or, worse, is inaccurate.

The first step is to determine the important training and development needs of your staff. Analyze performance reports and appraisals to assess the training requirements of each employee. Instead of evaluating the organization or divisions as a whole, it would be beneficial to discover what challenges each individual experiences on a regular basis.

Question 7:

7.How often are your identified training needs are reviewed in the period from one assessment to the next?

50 responses



Data Interpretation:

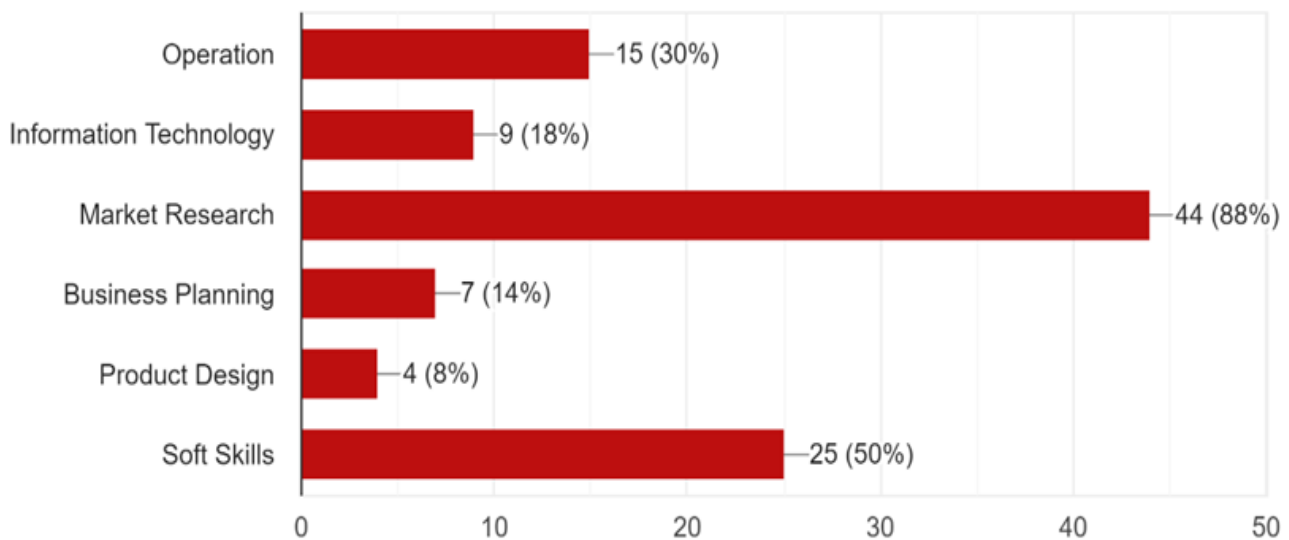
It's tough to dispute that a Training Needs Assessment takes some extra time and effort. More significantly, it saves time and money by ensuring that the right training is provided to the right individuals at the right time to get the best outcomes.

When it comes to specific competencies, a thorough assessment of each employee's training needs is essential and should be conducted on a regularly depending upon the need of the organization and to the extent to which the last training was effective. In a company, there are many different roles, each with its own set of training requirements from day-to-day.

Question 8:

8. In what area(s) has training been provided ? (Can select more than one option)

50 responses



Data Interpretation:

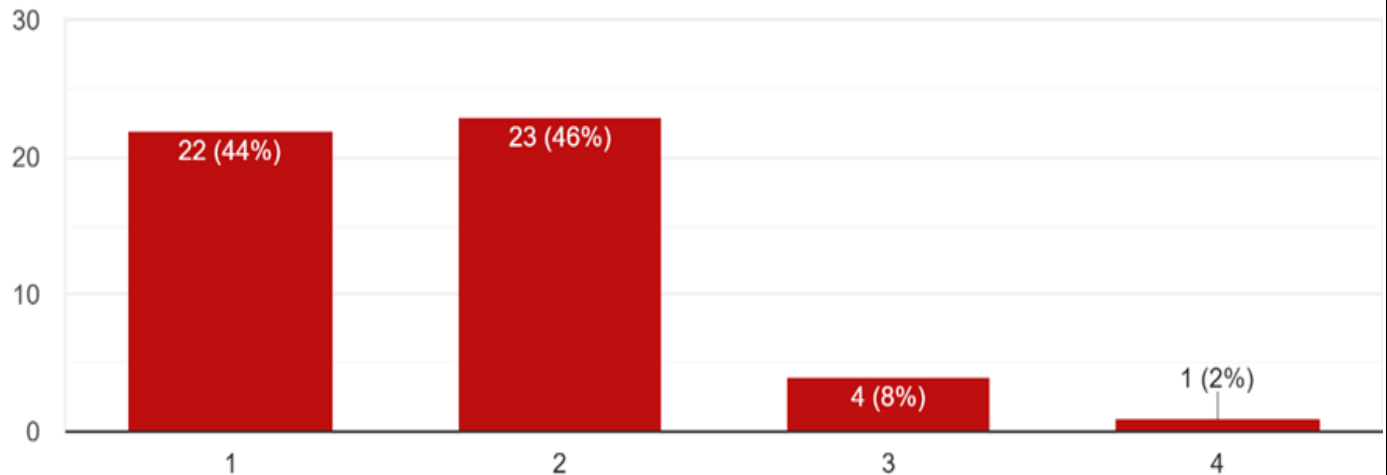
Rather of looking at your firm as a whole, you should concentrate on each area. Examine them and identify which components are lacking or falling short of your objectives, then update and enhance through training; nevertheless, recognizing these critical areas will assist you in focusing your efforts. Give these areas your undivided attention, and gently touch on what people appear to be doing well.

And these are some of the areas in which training has already been provided to the employees of the company are to some extend the are good in market research and soft skill training.

Question 9:

9. Quality of training programs generally is ?

50 responses



Data Interpretation:

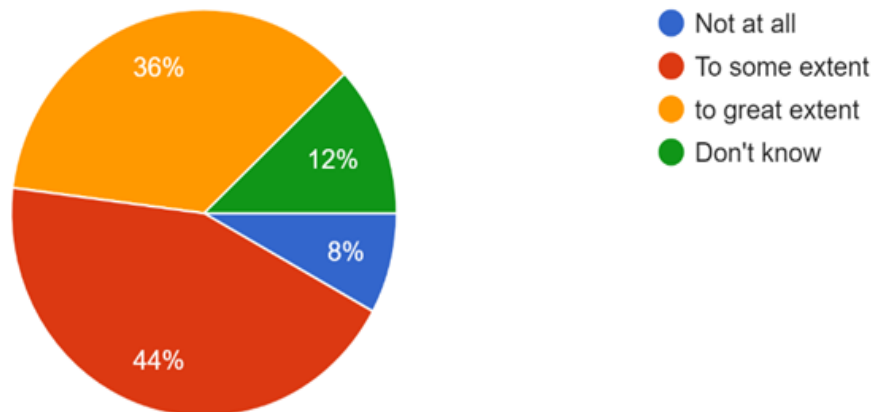
Here we tend to know the quality of training being provided to the employees in terms of Excellent, Good, Neutral and Poor. Majority of the employees stated that the quality of training was good enough according of them.

But this analysis arises a question that what is that makes the rest state the training was not upto their expectations. Because eventually they are the one who will tend to become unsatisfied are leave the organisation. There issues should be taken into consideration before designing the upcoming training program.

Question 10:

10. Has your reporting manager /colleagues noticed a positive change in you after attending the training program?

50 responses



Data Interpretation:

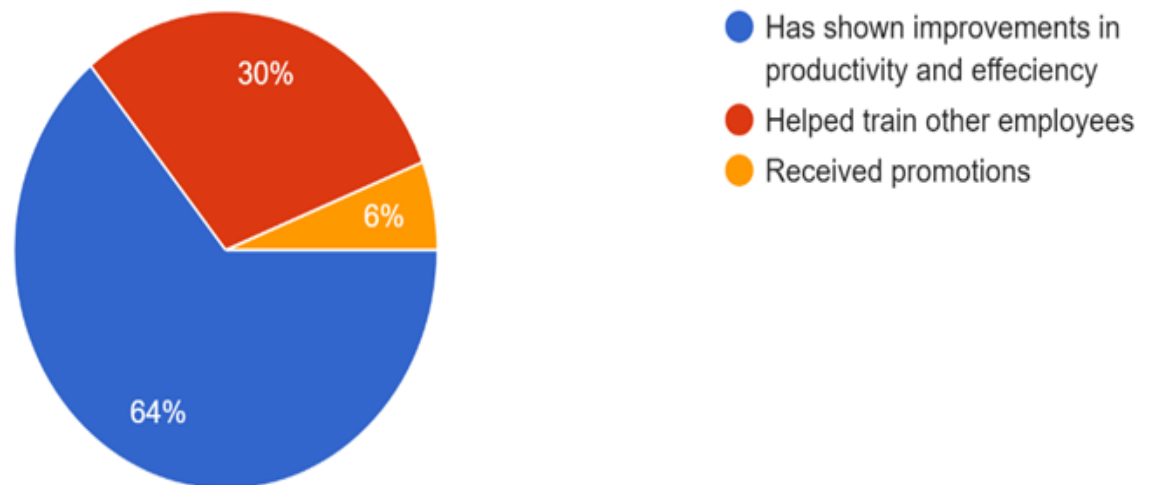
After the course, trainees frequently report being unable to remember key learning elements or recall these concepts when needed in practice. Here in the company the employees believe that there has been a positive change after attending the training program and that's a great thing because if the training program is successful and employees are satisfied then they will tend to stay for a longer period in the organisation.

Training promotes a positive learning environment and increases the competencies of employees. Their morale will be boosted as a result of their good work, which will lead to higher job satisfaction.

Question 11;

11. How has training been put to use in company?

50 responses



Data Interpretation:

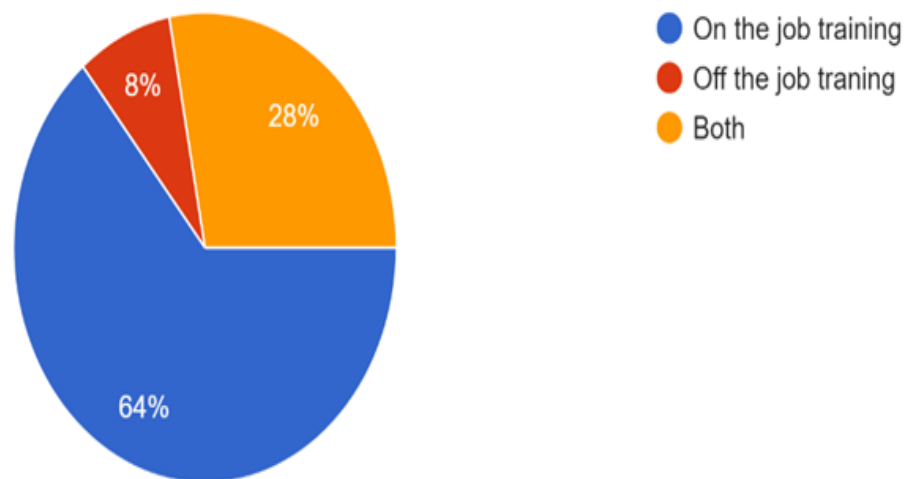
Only highly skilled workers and exceptional leadership can propel a company to success. As a result, retaining such abilities is critical for any company seeking long-term success. Efficiency and competency can only be achieved by ongoing employee training, which necessitates careful planning and execution.

Companies that understand the importance of training design a training and development program for their staff that is suited to their company objectives and long-term goals.

Question 12:

12. From the following training method , which method of training would you choose?

50 responses



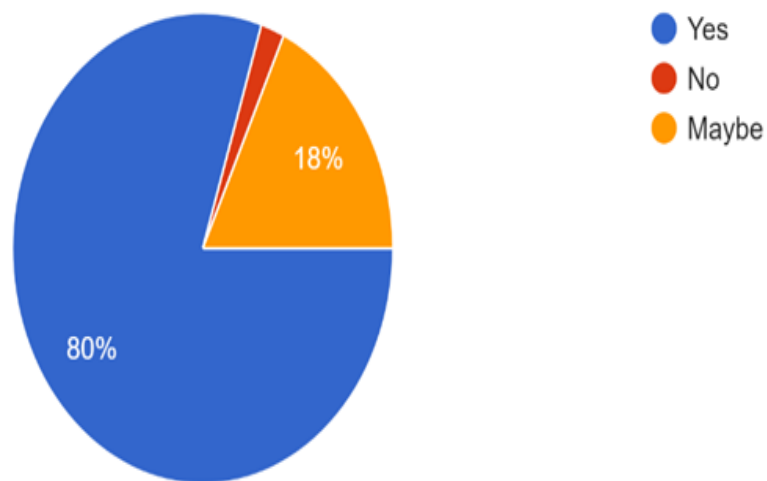
Data Interpretation:

Even if employees have the best skills and abilities, the training methods supplied by employers assist them refine their skills and abilities for effective work performance. Therefore, training is important. Most of the employees prefer the training to be On-Job as On-the-job training provides learners with hands-on experience, whereas off-the-job training does not. According to the availability of resources and taking into consideration other factors employees should be trained as per their preference that will bring more outcome.

Question 13:

13. Do you think that the feedback can evaluate the effectiveness of training program?

50 responses



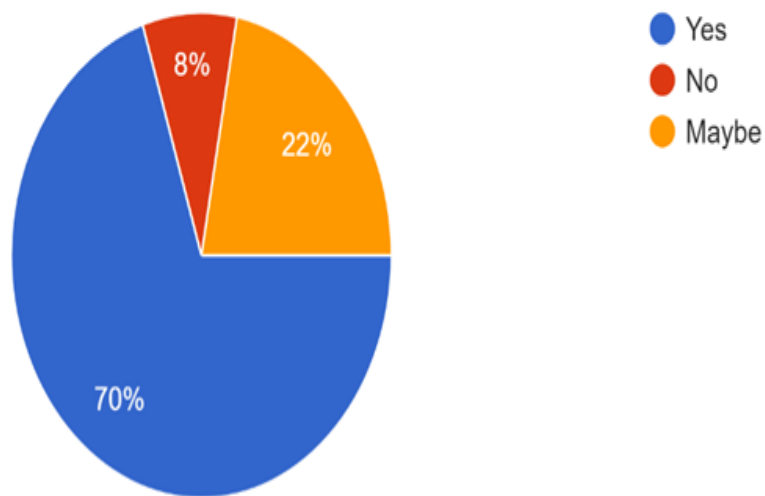
Data Interpretation:

A post-training employee feedback is a great method to show your company's dedication to include your employees in the development of your training programmes. These feedbacks demonstrate that you value their input and consider it critical to the organization's growth and improvement. So, the majority of employees stated that feedback can evaluate the effectiveness of training program therefore it should be consider as a important factor in the training.

Question 14:

14. Does the Training program enable the employees to be accountable and authoritative in making decisions?

50 responses



Data Interpretation:

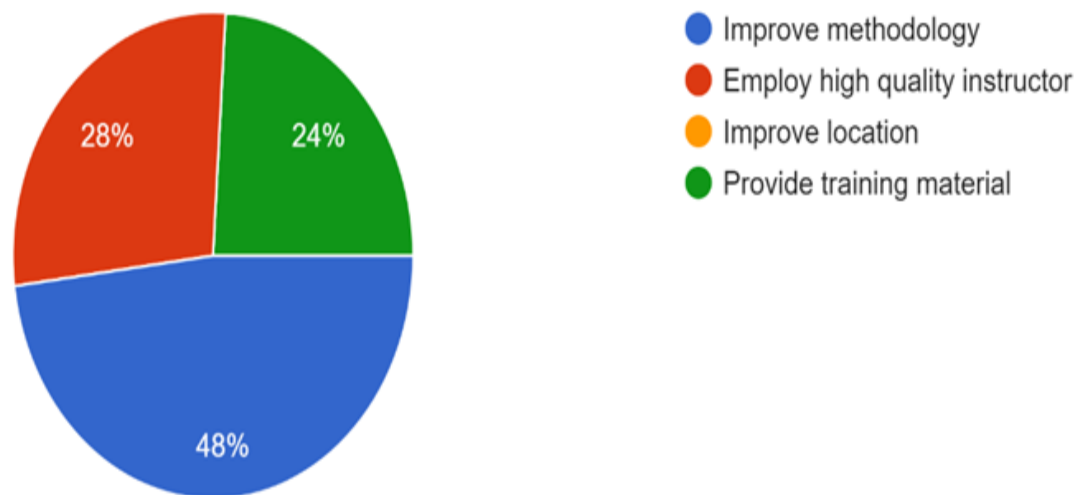
Some managers are split between knowing they need to offer their staff autonomy and hating it. In that case, training could help to hone up the employees to act wisely and take the accountability for their actions.

The employees stated that training has been beneficial for them and has made them accountable. Given the employees a sense of participation and they tend to serve the company with loyalty and stay for a long period of time.

Question 15

15. How can organisation improve upon its training?

50 responses



Data Interpretation:

Training new and existing employees may be a huge challenge for a company, especially in today's fast-paced business environment. Therefore, the organisation should also cope up with the fast paced corporate world. And work upon improving the training methodology, techniques, trainers as to be what is in favor of the effective training,

Here, the employees stated that there is a need to improve upon the methodology, so the trainers could either shift to other methodology or use a combination of two. It was also found that the location is not a barrier for the training.

FINDINGS

1. Almost every employee expresses satisfaction with the company's current training procedures.
2. Employees benefit from the programs in a variety of ways, including increased production and efficiency, as well as promotions. It aids in the production of favorable results and a pleasant working atmosphere in the organization
3. Most of the training has been provide in the areas like Market Research, Soft Skills and operations and very less to business planning and products design.
4. And if we talk about the quality of the Training, the employees rated it as good that is 44% of the employees think the quality is good. However 44% employees rated as excellent and 3-4 % rated it as bad or poor respectively.
5. The result of the analysis shows that the existing process is good for most the employees and it has shown a level of effectiveness of training in increasing employees's performance of the present job. However certain employees we unsatisfied by the training need identification process and find it to be ineffective or moderately effective is certain cases.
6. Employees reported that their managers and colleagues have noticed a positive change in their performance as 36% employees says to some extent and 44% says to great extent which has the major proportion of the employees.
7. And 64% employees are ok with On-Job training programs existing one being held in the company.
8. And almost 80% of the employees think that feedback can actually help in evaluating the training programs which include one-on-one session session with the trainer or the managers.

9. 50% people are satisfied with the on-going identification of the training needs that are done monthly, however 20 % thinks it should be done after every 6 months, 14% wants annually to happen and rest thinks it should be done once a week.

From Organisations Point of View

Training and development possibilities should not be overlooked in the scope of organisational success, both in terms of lowering turnover and increasing good employee behaviours, from the perspective of the organisation. Beyond recognising that employees seek training and learning opportunities from their employers, it's critical to know what topics they want to learn about.

Regardless of how successful a company's recruitment and retention efforts are, most employees will leave if they are unhappy. Although job satisfaction variables are unique to each individual, most people value training and development. There was also a link between work satisfaction and the amount of training obtained. Higher satisfaction is associated with more training, while lower satisfaction is associated with less training.

Workers who had a say in training decisions reported even higher levels of satisfaction. Although around a third of the respondents are undecided on the topic of training and job satisfaction, many of these people may be unaware of the opportunities available to them. People may not feel training and development are necessary because they have never been exposed to it, or because they work in an environment where training is done for the purpose of training rather than as a business strategy.

CONCLUSION

The entire endeavor was really beneficial to the learning process. In the Training Needs Identification Process, I came across a variety of techniques.

During my research for the project, I learned about many parts of training plan and development program, as it can be used for getting insight into employees' strong and weak areas in terms of successful role and activity performance, styles, and qualities. Impact on others, qualities, capabilities (knowledge, attitude, skills).

It also aids in the improvement of employee performance through the use of a performance management system. Quality features, job-oriented training, technical skills, and knowledge are all areas where training and development programs are concentrated. The majority of employees regarded the overall quality and efficacy of training approaches as good or outstanding. The organization must also focus on the tiny proportion of responders who are dissatisfied with the training programs and who have not been assisted in overcoming their shortcomings or work-related programs. Lastly, all practiced and implemented training plan and development programs are determined to be successful and credible.

- Sometimes there are mismatch between the training needs and employees and what the organization is providing them with because sometimes training needs are not demanded by majority of the employees and hence it becomes difficult for organization to cater to different individual training needs of few people.
- Training has led to improved productivity and efficiency of employees and even most of the employees could put their training to use by helping train their colleagues which save cost and time as well at times.
- The assignment assisted me in getting valuable industry experience, and I learned about the company's real-world issues and the reactions of various departments and individuals at various levels to those events.

- The TNI method is a tool for determining an employee's training needs in order to match what an employee can accomplish with what the business wants him or her to perform.

RECOMMENDATION:

Maintaining a competitive edge via the workforce is critical in today's global and competitive industry. An efficient Training Needs Identification System based by robust competency is the best way to do it.

Based on the findings, I'd like to suggest some strategies to companies for improved results. If the following factors are taken into account, the identification system and progressive training plans.

- Employees will need more technical and behavioral training to enhance their knowledge, abilities, and attitudes.
- More soft skills training should be added in the training plan, as this will assist workers enhance their self-confidence and feel more at ease engaging with responders, allowing the business to nurture future managers.
- More of training material should be provided to employees which can help them to recollect and retain training in future reference as well.

LIMITATIONS:

This project has given me a lot of knowledge on how training needs are assessed in an organization. But there is certain no. of limitation of study which are as followed:

- It was time consuming and it required a lot of efforts in generating responses from the employees.
- Many employees responded haphazardly because of their work pressure.
- Some errors arise because respondents gave inaccurate answers because respondents didn't understand questions correctly despite making them clear.
- Respondents gave inappropriate answers because they were afraid of their names being disposed of even after providing them with this information that their responses would be anonymous.
- Due to small size company, the sample size was small.

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Primary data : Personally collected the Data from the employees.

Secondary Data:

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ANNEXURE:

Questionnaire

1. How many years have you been associated with your current organization?

2. Which division do you work in?

- Research and development
- Sales and marketing
- Staffing and Recruitment
- Finance and Budgeting

3. What do you understand by Training?

- Learning
- Enhancement
- Sharing information
- All of the above

4. Training is must for enhancing productivity and performance.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. How would you rate the effectiveness of process used to identify your training and professional development needs?

1 _____ 2 _____ 3 _____ 4 _____ 5 _____

Where:

1. Completely ineffective
2. Ineffective
3. Neutral
4. Effective
5. Completely Effective

6. Is there any mismatch between the Training you need and the Training identified by your manager or management?

- Not at all
- Sometimes
- Frequently
- Always

7. How often are your identified training needs are reviewed in the period from one assessment to the next?

- Once a week
- Monthly
- Every six months
- Annually

8. In what area(s) has training been provided? (Can select more than one option).

- Operation
- Information Technology
- Market Research
- Business Planning
- Product Design
- Soft Skills

9. Quality of training programs generally is?

1 _____ 2 _____ 3 _____ 4 _____

Where:

1. Excellent
2. Good
3. Neutral
4. Poor

10. Has your reporting manager /colleagues noticed a positive change in you after attending the training program?

- Not at all
- To some extent
- To great extent
- Don't know

11. How has training been put to use in company?

- Has shown improvements in productivity and efficiency
- Helped train other employees
- Received promotions

12. From the following training method, which method of training would you choose?

- On the job training
- Off the job training
- Both

13. Do you think that the feedback can evaluate the effectiveness of training program?

- Yes
- No
- Maybe

14. Does the Training program enable the employees to be accountable and authoritative in making decisions?

- Yes
- No
- Maybe

15. How can organization improve upon its training?

- Improve methodology
- Employ high quality instructor
- Improve location
- Provide training material