

EFFECTIVENESS OF LEARNING & DEVELOPMENT PROGRAMS AT XYZ METALS AND TUBES LTD.

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ABSTRACT

People are the heart of the business. For a business to survive it needs Capital + Time + People. Sometimes the effective management and development of people is forgotten. As people are the heart of the business it is important to develop a learning and development culture in the workplace. Thus, the broad aim of this study is to check the effectiveness of learning and development program with specific reference to XYZ Metals and Tubes Ltd. A survey of 45 employees was conducted through a questionnaire. It was found that most of the employees considered the attitude of the employers towards Learning & Development programs as neutral. It was also found that educational background did not affect the enrichment of knowledge and skills from learning and development. Overall Learning & Development program was quite effective.

Keywords: Learning, Development Programs, Effectiveness.

I. INTRODUCTION

Learning is the process by which a person acquires new knowledge, skills and capabilities. Development means encouraging employees to acquire new or advanced skills, knowledge and view points, by providing learning and training facilities and avenues where such new ideas can be applied. The objective of learning and development is to achieve its human resource development strategies by ensuring that it has the skilled, knowledgeable and competent people required to meet its present and future needs. A positive learning environment is one in which the values of the organization include the expressed and acted-upon belief that the development of its human capital through the delivery of effective learning and training is a necessary requirement for the achievement of competitive advantage. The existence of such an environment depends on the active encouragement and support of top management, the belief by line management that learning and development activities pay off, and the extent to which the workforce generally are motivated to learn.

A. Learning & Development At XYZ

The Learning and Development process at XYZ is categorized into five broad categories:

- a) Training Needs Assessment*
- b) Training Design*
- c) Training Development*
- d) Training Delivery*
- e) Training Evaluation*

B. Statement Of Problem

The organization faced a wide range of issues regarding Learning & Development. As a result the organization was unable to get better ROI of their training offerings in terms of performance, satisfaction of the employees.

II. LITERATURE REVIEW

The importance of voluntary development and continuous learning by employees is becoming widely recognized as critical to organizational effectiveness. A critical aspect of successful human resource learning and development programs in organizations is interest and active participation by employees. Careful design of development program content cannot compensate for a lack of interest or participation on the part of employees. In fact, a striking observation one can make with respect to voluntary development is the wide variation in the degree to which workers are oriented toward or interested in development and self-improvement. Some workers religiously pursue self development and participate in learning activities regularly, whereas other workers do not spend much time even considering the idea. (Maurer & Tarulli, 1994; Noe & Wilk, 1993; Rosow & Zager, 1988; Senge, 1990).

From Literature, Alderfer (1972) stated that as growth needs are satisfied, they may become even more important to an individual. Similarly, successful involvement in learning and development activity may strengthen a learning and development orientation. As a result of participation, their cognitions may become more oriented toward learning and development activity. That is, they may obtain further self- and career-relevant knowledge during development

activity leading to even more accessible self-schemas. For example, they may learn more about their own capabilities and interests, as well as more about potential professional and career goals. (Stumpf *et al.*, 1983).

From literature, Nordhaug (1989) has illustrated that one perceived outcome of participating in training activities is an increased interest in training and learning activities or the development of a learning motivation. Similarly, Kraiger, Ford, and Salas (1993) and Noe *et al.* (1997) have suggested that increased attitudinal as well as motivational variables (e.g., mastery vs. performance orientation, self-efficacy, and goal setting) may be outcomes of training. Development-oriented individuals experience less anxiety and more positive affect during the pursuit of difficult and challenging tasks. As a result, they are able to adapt to changing work situations, cope with challenge and difficult constraints and pressures, and maintain performance levels throughout demanding developmental experiences. He referred to this behavioral characteristic as career resilience. (London, 1983).

III. RESEARCH GAP

After scanning above literature, it is found out that most studies were conducted for the training and development programs in the organization. Actually learning is a broad concept and it includes training. Studies were conducted for various career development programs, employee motivation and satisfaction level. It also has been found out that concept of learning is not familiar as training especially in India. Very few studies have been carried out for the effectiveness of the learning and development programs in India. This implies that there is a need to understand the way learning and development programs are conducted and how effective they are.

IV. OBJECTIVES

A. Primary Objective:-

The primary objective of this research is “to study the effectiveness of learning and development programs at XYZ Metals and Tubes Limited.”

B. Secondary Objectives:-

The secondary objectives of this research are:-

- a) To study the learning and development pedagogy at the organization.
- b) To study what type of environment is provided by the employers in order to inculcate learning among the employees.
- c) To study various career development programs offered by the organization.
- d) To know the ways in which learning and development needs are identified.
- e) To know the employee's attitude towards learning and development programs.
- f) To know the employee's satisfaction level with the learning and development programs.

V. RESEARCH METHODOLOGY

A. Research Design: Conclusive – Descriptive(Single cross-sectional)

B. Sample Design: Non-probability judgement sampling

C. Sample Size: 45 Employees

D. Data Collection:

Primary data: Questionnaire

Secondary data: Company websites, books, and research papers.

E. Statistical Analysis: ANOVA, Chi Square, Factor Analysis.

F. Tools Used For Statistical Analysis: Excel and SPSS.

G. Contribution Of The Study:

The analysis made as a part of this study may contribute in the following ways:- Firstly, it will bring out the importance of Learning and Development to sharpen the skills of employees which is a necessity to survive in this competitive corporate world. Secondly, it will help the employers to know the satisfaction level regarding Learning & Development among employees. Finally, it will help organizations to develop some new and innovative methods of providing training.

VI. MAJOR FINDINGS

A. To Study The Learning And Development Pedagogy At The Organization.

It was found that the process consists of six stages and it starts with assessing the training needs and ends with evaluation of training process. They provide internal as well as external training. Internal training is usually for multi-skill development and external training is for technical and commercial purpose.

B. To Study What Type Of Environment Is Provided By The Employers In Order To Inculcate Learning Among The Employees.

It was found that most of the employees considered the attitude of their employers towards learning and development programs as neutral and there were also few who considered it positive. When asked about the co-operation of their supervisors during the training period, the responses of majority of employees was neutral.

C. To Study Various Career Development Programs Offered By The Organization.

It was found that various learning and development programs offered by the organization related to communication, leadership skills, time management, motivation, moral and team building.

D. To Know Ways In Which Learning And Development Needs Are Identified.

It was found that training needs were identified through Training Needs Assessment forms.

E. To Know Employee's Attitude Towards Learning And Development Programs.

When asked about the most effective learning and development methods, majority of the employees considered mentoring programs and e-learning to be effective.

F. To Know Employee's Satisfaction Level With The Learning And Development Programs.

It was found that most of the employees were able to perform their duty properly after undergoing L & D process. Majority of the employees felt that the training really boosted up their career. Most of the employees agreed that L & D program motivates them as it enriched the technical knowledge, increased their

relationship with other employees and built a sense of commitment towards the organization.

VII. DATA ANALYSIS AND INTERPRETATION

A. ANOVA Analysis

H0.1- There is no significance difference in average agreement of employees among various educational qualifications

Interpretation: A one-way ANOVA was conducted to compare the significance difference in average agreement of employees among various educational qualifications. There is Significance difference in average agreement of employees among various educational qualifications at the $p < 0.05$ level for three conditions [F (3, 48) = 4.087, $p = 0.0115$]

B. Chi – Square Tests (Refer Tables: 5 To 7)

H0.1- The education background is independent on enrichment of knowledge and skills from Learning & Development.

Interpretation: The observed value is not greater than the critical Chi-square value of 12.5916 so researcher's decision is not to reject the null hypothesis. In other words researcher fails to reject the hypothesis that there is no dependency between education background and enrichment of knowledge and skills from Learning & Development. $\chi^2 (.05, N = 45) = 11.509, p = 12.5916$

H0.2- The age is independent on the perception regarding Learning & Development

Interpretation: The observed value is not greater than the critical Chi-square value of 7.8147 so researcher's decision is not to reject the null hypothesis. In other words researcher fails to reject the hypothesis that the age is independent on the perception regarding Learning & Development. $\chi^2 (.05, N = 45) = 0.549, p = 7.8147$

H0.3- The designation is independent on the perception regarding promotion of employees due to training.

Interpretation: The observed value is not greater than the critical Chi-square value of 11.071 so researcher's decision is not to reject the null hypothesis. In other words researcher fails to reject the hypothesis that The designation is independent on the perception regarding promotion of employees due to training. $\chi^2(.05, N= 45) = 6.781, p=11.071$.

C. Factor Analysis (Refer Tables: 8 To 10)

Factor Analysis is used for summarization of data. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy indicates that the scale is appropriate and helps in extracting the factor. The ideal measure for this test is $KMO > 0.50$ and here in this case KMO is 0.658 indicates the variables are measuring a common factor. Again Bartlett's test of sphericity indicates that the intercorrelation matrix is factorable and inter-correlation matrix come from a population in which the variables are non-collinear.

Factor 1: Benefits to employees - It is so because employees will be motivated, give importance to it and reduce the accidents.

Factor 2: Organization's contribution toward L & D - Supervisor's co-operation, techniques used for L & D, dedication of organization towards L & D are important for making L& D effective.

Factor 3: Up gradation of Knowledge -To make learning and development effective, it must result in up gradation of skills and knowledge of employees.

Factor 4: Co-operation - L & D helps to increase the bonding and co-operation among the employees and to make it sound employers must be responsible for the career development of employees.

It is clear from the Factor Analysis that the preference of Learning and Development program by employees is mainly due to organization's endeavor towards L & D and its benefit to employees.

VIII. SUGGESTIONS

Learning is an important aspect of a working professional's life and it can only get better if organizations come forward and devise newer methods to upgrade

their skills. In such a scenario, redefining corporate training is certainly the need of the hour. Thus, following are some of the recommendations:-

A. Outdoor Training

In the modern day corporate world, the pressing need is that of execution, strategic thinking, working in dynamic teams and relationship building. In all these, an outdoor setting, which is less informal and more interactive are found to work better. A training programme which is full of adventure activities like Zorbing, Flying Fox, Paint Ball, Jet Ski, artificial rock climbing, para gliding, dirt biking, etc. helps the employees to unwind and also improves their concentration, while laying extreme amount of emphasis on safety. The programmes conducted at sites which are far removed from the office environment, force people together, and foster building of trust and relationships. In an easy and informal environment, strategic thinking comes easy.

B. Culture Training

As a result of globalization and the increasing cross-cultural nature of teams and client/provider relationships, workshop themes relating to cross-cultural communication and sensitivity have become the need of the hour. Themes on cultural dimensions like 'Power Distance Index', individualism vs. collectivism, long-term vs. short-term orientation, uncertainty avoidance, etc are gaining importance to aid the trainee in order to effectively interact with their counterparts across the globe.

C. Training For Stress Management

Stress management, as part of training programs may be included. It includes a gamut of games like table tennis and cricket played virtually. It is a great tool for associate engagement as it's not exhausting but recharging and energizing. It helps in creating a stress free environment and helps the associates bond with each other.

D. State-of-the-art Infrastructure

A major revamp of the supporting infrastructure and environment would go a long way in boosting the effectiveness of the system. Facility of library would help the employees to gain knowledge about the developments and advancements in the industry by reading various books, journals, etc. Thus a

little more planning, flexibility in course content and follow-up of training is the need of the hour.

IX. CONCLUSION

In today's tough and fast paced work places, organizations are constantly looking for ways to increase productivity and build business. Learning and Development provides internal solutions to most of organizational, teams and individuals training needs in order to equip them with the right blend of knowledge, skills and attitude required in the organizations. With proper training, employees will be able to handle all of their complex job opportunities and stay current in the developing market. As a demand-driven approach to human resource and skills development, the Learning will build and strengthen relationships with and among workplace partners as well as employers, unions to respond to the challenges of the current corporate world.

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Table: 1 Age-wise frequency distribution of employees

Age	No of employees
21-25	14
26-30	12
31-35	13
Above 35	6

Table: 2 Qualification-wise frequency distribution of employees

Qualification	No. of employees
HSC	3
Graduate	23
Postgraduate	2
Others	17

Table: 3 Designation-wise frequency distribution of employees

Designation	No. of employees
Assistant	6
Assistant Engineer	8
Engineer	12
Sr. Engineer	10
Officer	5
Sr. Officer	4

Table: 4 Income-wise frequency distribution of employees

Income (Rs.)	No. of employees
Less than 10000	0
10001-20000	21
20001-30000	15
More than 30000	9

Table: 5 Qualification Cross tabulation

Did the training manage to infuse proper knowledge and skills into you?					
	Qualification				Total
	HSC	Graduate	Postgraduate	others	
Yes, the training has really boosted up my career	3	9	2	14	28
Well, it just revised the things I already know	0	12	0	3	15
The trainers did not impart any substantial knowledge	0	2	0	0	2
Total	3	23	2	17	45

Table: 6 Age Cross tabulation

Do you think age has an impact on the perception regarding learning and development?				
		Yes	No	Total
Age	21 to 25	11	3	14
	26 to 30	9	3	12
	31 to 35	9	4	13
	above 35	5	1	6
Total		34	11	45

Table: 7 Designation Cross tabulation

Do you think training contributes towards the promotion of the employees?							
	Designation						Total
	assistant assistant	assistant engineer	engineer	senior engineer	officer	senior officer	
Yes	2	4	4	8	3	1	22
No	4	4	8	2	2	3	23
Total	6	8	12	10	5	4	45

Table: 8 Reliability Test for Factor Analysis



Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.658
Bartlett's Test of Sphericity	Approx. Chi-Square 163.645
	Df 78
	Sig. .000

Table: 9 Rotated Component Matrix

Factor	Name of Factor	Statements	Loading
1	Benefits to employees	S7	0.794
		S1	0.681
		S2	0.661
		S8	0.562
2	Organization's contribution toward L & D	S13	0.810
		S6	0.696
		S3	0.620
		S9	0.531
		S5	0.516
3	Upgradation of knowledge	S10	0.780
		S4	0.465
4	Co-operation	S11	0.892
		S12	0.581

Table: 10 Relationship between variables and factors

Learning and development programs help in motivating employees	S7	Benefits to employees
Learning and development is essential for employees	S1	
The duration of Learning and development has an impact on the outcome of training program	S2	
Training helps to reduce the accidents	S8	
Career counseling helps the employees discuss their career goals with HR managers	S13	Organization's contribution toward L & D
My supervisor is cooperative during training period	S6	
The techniques used for Learning and development has an impact on outcome of training program	S3	
Learning and development programs can built a sense of commitment among employees towards the organization	S9	
Learning and development has an impact on the efficiency of employees	S5	
Training enriches the technical knowledge of employees	S10	Upgradation of knowledge
Learning and development has an impact on the effectiveness of the processes	S4	
Learning and development helps to build the relationship among the employees	S11	Co-operation
Employers are responsible for the career development of employees	S12	

<p>Anushree Karani is a management graduate born and brought up in Junagadh. She had completed schooling from native place, graduation from Ahmedabad and pursuing MBA, Specialization in H.R. and having a small family of 4 members. Her mantra of life is to help others, take blessings and move ahead. Willing to build a Career in education industry and been focused. This research paper is one of the examples of it. She is keen to enhance her skill in the field of management with strategically developed mind set.</p>	
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