Project Dissertation Report on

THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE RETENTION

Submitted by:

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(2K20/DMBA/066)

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CERTIFICATE OF ORIGINALITY

This is to certify that the project report entitled, The effect of Training and Development on Employee Retention Submitted to Delhi School of Management, Delhi technological university in the partial fulfilment of the requirement for the award of Masters of Business Administration is an original work carried out by Megha Puri under the guidance of Mr. Yashdeep Singh.

The matter embodied in this project is a genuine work done by both to the best of my knowledge and belief and has been submitted neither to this University nor to any other University for the fulfilment of the requirement of the course of study.

Signature of the student   Signature of the Guide

DECLARATION

I, Megha Puri, student of MBA 2020-22 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi – 42, hereby declare that the dissertation report The effect of Training and Development on Employee Retention submitted in partial fulfilment of Degree of Master of Business Administration is the original work conducted by me.

The information and data given in the report is authentic to the best of my knowledge.

This report is not being submitted to any other University, for award of any other Degree, Diploma or Fellowship.

PLACE: MEGHA PURI

DATE:

ACKNOWLEDGMENT

It is my pleasure to acknowledge many people who knowingly and unwittingly helped me, to complete my project.

I would like to express our special thanks of gratitude to **Mr. Yashdeep Singh**, as well as **Dr. Archana Singh** who gave me the excellent opportunity to do this wonderful project on the topic **The effect of Training and Development on Employee Retention**.

Secondly, I would also like to thank my parents and friends who helped us a lot in completing the project within the limited period.

The immense learning from this project would be indelible forever.

MEGHA PURI

EXECUTIVE SUMMARY

As Training & Development is an important aspect in every employee's career, the aim of this research paper is to analyse the effect of training and development on employee retention.

Employee Training and Development helps in upskilling employees and increasing their knowledge base. This results in increasing their efficiency and work productivity. It ensures that Employees oddness is reduced and learning or behavioural change takes place in a very structured format. It is an educational activity designed for fulfilment of goals and to enhance the employee performance and productivity.

Employee retention is the ability of an organization to prevent employee turnover, or the number of people who leave their job in a certain time period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success.

A company always wants its employees to be retained so that they can extract the cost invested in them. One of the methods to retain employees for a longer period of time is motivating and encouraging them with the help of training and development.

So, to conduct this research, I researched about how training and development is done at various organization and how it impacts the employee retention ratio.

Further, I interviewed various employees and HR personnel to understand their perspective on Training & Development, how it is conducted in different organizations and how it impacts on the retention of employees. The interviews were analysed with the help of NVivo.

After conducting the research, interview and analysis, I got to know that training & development is an important aspect of any employee's career. If employees feel that they are valued in the organization and their career growth is important to the company, they are willing to stick with the company for a longer period of time.

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1. INTRODUCTION

Training and Development is an important function of **Human Resource management** in any organization. The objective of Training is to enhance employees' skills, behavior and expertise them by helping them to learn new techniques of doing work.

Training and development is important as it helps in upskilling employees and increasing their knowledge base. It further helps in increasing their work efficiency and productivity. It is an activity designed for goal fulfilment which enhances the performance of employees.

The Training & Development activities are created to ensure that employees perform better in assigned job and motivates them to give his/her best so that at the time of **performance appraisal**, employee can show the eligibility for **promotion** and **salary increment**.

The aim of training is to improve overall personality of the employee. Management takes the initiative of training to fill up the skill gap in the organization; the development initiative is generally taken with the objective of future succession planning.

1.1 Importance of Training and Development

- Training and development is important aspect when company aims to optimally utilize their manpower.
- It is a key for the succession planning of the organization as it helps in upskilling employees in various aspects like team management and leadership.
- These are vital to motivate the employee and to increase their productivity and therefore helps the organisations to retain employees.
- Training and development is significant aspect to develop a team spirit in the organization.
- It teaches employee to perform job properly without any risk as they are trained well.
- It helps in increasing profitability and enhance corporate image.

Employee retention is an organization's ability to keep its employees within the organization and making for a more stable, productive workforce. The companies that succeed in achieving high employee retention rates operate at an advantage both in meeting business goals and in recruiting new hires.

Employee retention is a leading challenge for organizations and HR departments today. It is now critical aspect of modern human capital management programs.

Nowadays many organizations have realized that they must focus on employee retention as one of the most critical business objectives in order to keep the organization competitive and profitable (Arthur, 2001). There are three main reasons why employees leave the organization: retirement, dismissal or voluntary resignation. Retirement and dismissal are decisions made by the organizational management while voluntary turnover is a personal decision of the employee (Winterton, 2004).

Employee training and development has an impact on employee retention, companies need to reconsider the old-fashioned training paradigm that many have been utilizing for decades: minimal training that is provided at the start of employment as routine onboarding by designated trainers who may or may not have a solid grasp on the trainees' job role or the material they're training.

2. LITERATURE REVIEW

2.1 Research Paper Analysis

Employee capability and dedication to the organisation are enhanced by the work environment. Employee retention hinges on this principle.

Retention of employees is a big concern for the organisation, and one of the best steps a firm can do to retain people is remuneration and benefits. Compensation is an important instrument for employee retention and turnover. It's also a motivator for employees to be dedicated to the company, which improves recruitment and retention.
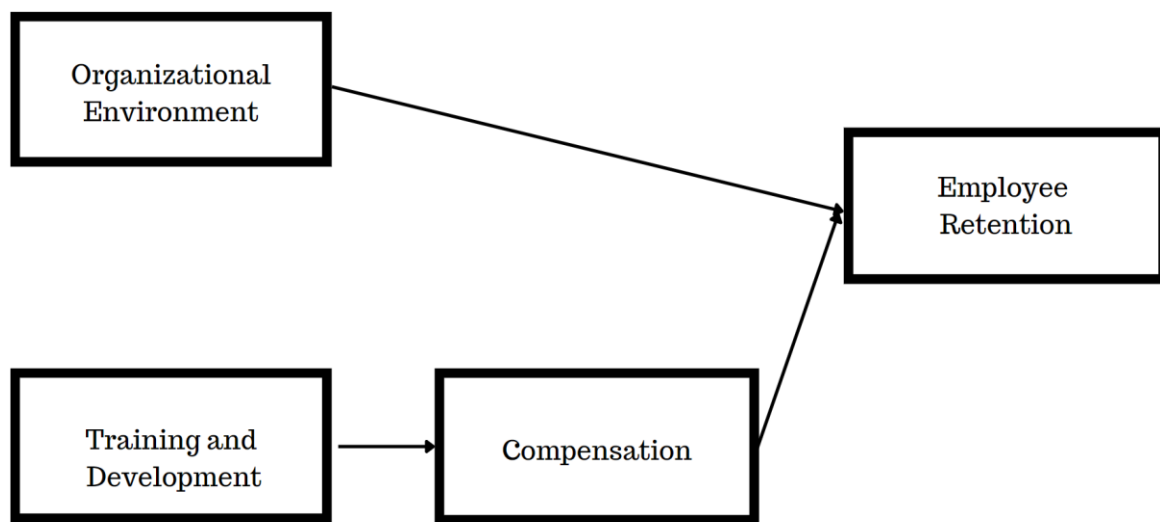

Figure 2.1

Source: : Employee retention relationship to training and development: A compensation perspective- Atif Anis , Ijaz-Ur-Rehman , Abdul Nasir and Nadeem Safwan (2011)

Figure 2.1 shows the relationship of the variables and the structural equation model which helps in measuring the impact of training and development through the compensation on employee retention.

This empirical study examines a novel concept for employee retention. Although training is a key tool for retaining employees, it is clear that the influence of training on an employee's salary is critical for retention. We can see that these variables are favourably associated in this study, which suggests that providing training to employees has a good impact on employee remuneration packages. In the end, the employee is more content with his existing position, which will help to keep personnel for a longer amount of time. Employee retention is crucial

for competitive advantage because when an employee is retained for a longer period of time, it increases productivity. (Atif Anis , Ijaz-Ur-Rehman , Abdul Nasir and Nadeem Safwan, 2011)

Training and development is a core organization strategy influencing both employee retention and human capital growth.

In the today's knowledge economy era of today, human capital is one of the most important determinants of the organization success, as it is an invaluable resource that can be equipped with knowledge and skill to create valuable virtues. Training and employee retention are two important parts in human resource management area.

Psychological contract links training with retention and explains why training influences retention based on social exchange theory.
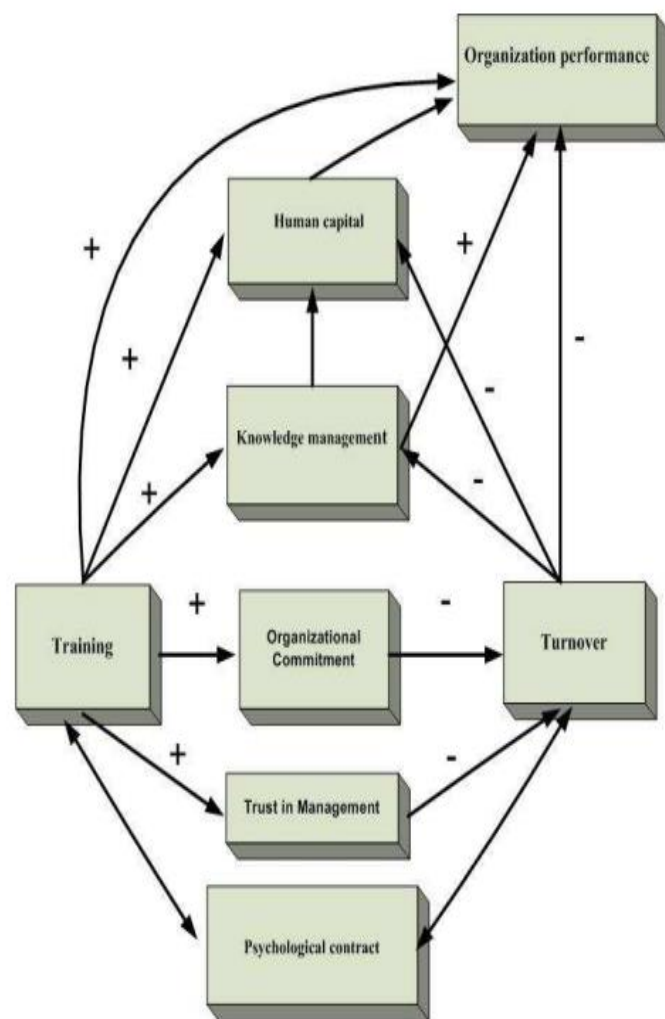
Figure 2.2

Source: The Effect of Training on Employee Retention - Mengjun Chen (2014)

Training develops the employee commitment making them feel the obligation to reciprocate the employers. Thus they stay longer in the organization after training provided. On the other hand, training makes employees feel the organizational supports and trust the employer. Hence, training is positively related to trust in management and reduces employee turnover. Conversely, when the psychology contract is breached, the employee will leave the organization. (Mengjun Chen, 2014)

Retention of employees is extremely crucial in the global setting. The majority of businesses are evaluated based on their turnover rate. The rate of turnover has an impact on an organization's performance. Low turnover ensures that an organization's skilled employees are retained by providing them with a superior working environment that improves individual employee performance.

Training is one of the most important factors in retaining employees in these organizations. By knowing the factors of retention or the effect of training on retention this study can help those organisations to retain their employees which has high turnover rate. In this study, we discovered that job training is necessary for every employee. For the better encouragement and loyalty of employees, organizations should induce reward giving phenomena. In this way, employees are provided with an environment where they are able to embrace career growth and professional skill's development. From the two types of job training, on job training is preferred by employees. Duration of training is also crucial in delivering benefits related to training for the employees. Supervisory support plays a crucial role in increasing the enthusiasm among employees. Every organization must consider job training in their professional conduct as it leads to motivation of the employees. From the read literature, it was determined that training, it's types, duration, supervisory support and rewards are the key variables that lead to job satisfaction and employee retention. (Waleed Hassan , Amir Razi , Rida Qamar , Rida Jaffir & Sidra Suhail, 2013)

2.2 Case Study

The Impact of Training and Development on Employees Performance and Productivity

A case study of United Bank Limited Peshawar City, KPK, Pakistan
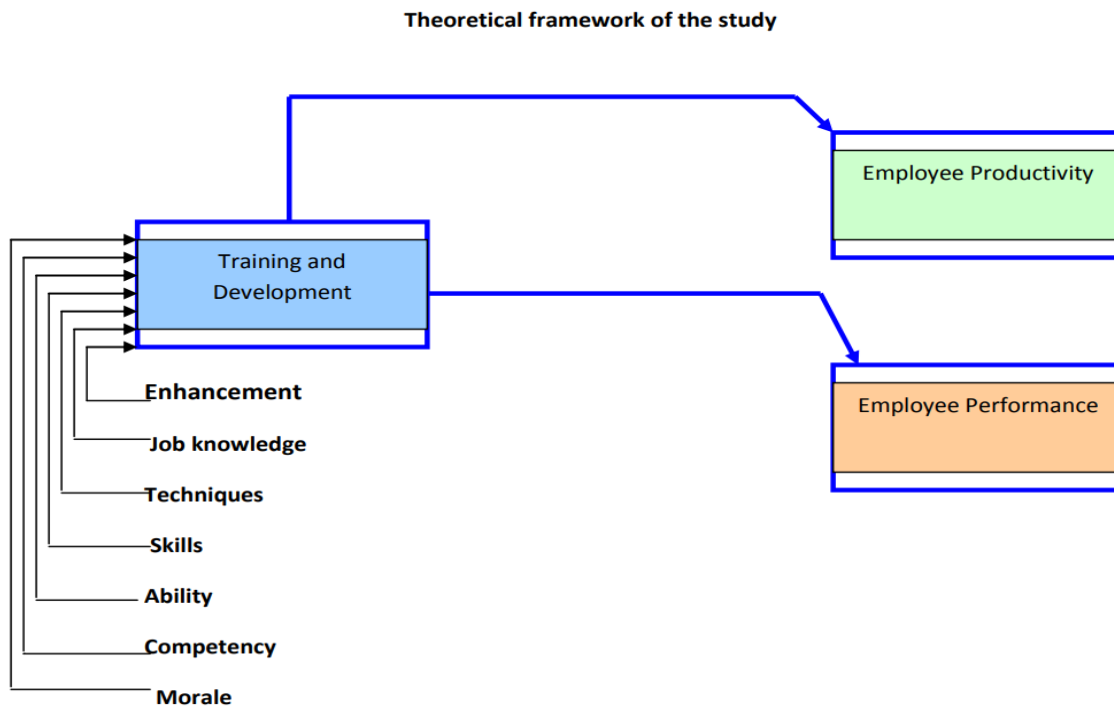
Figure 2.3

Case Analysis: The goal of this study was to determine the relationship between employee performance and productivity and training and development.

This study adds to the corpus of knowledge on UBL Training and Development in the Peshawar region. There has been a lot of research done on training and development, but it has mostly been done in western countries. This study adds to a limited but growing body of research on training and development in the Peshawar region. The study's findings revealed that employees at UBL in Peshawar viewed training and development as a key aspect in their performance and productivity, and that they supported it. This research demonstrated that bank administrations seeking to improve their productivity and efficiency had no other option than to adopt Training and Development.

2.3 Examples of how companies retain their employees through Training & Development

- <u>Long Term trainings were provided to employees by Hyatt</u>

Hyatt's training programme is excellent, and the corporation has a strong programme of hiring from within by recognising prospective leaders among its current staff. The company recently launched an entirely new training curriculum called Change the Conversation, which is based on Stanford School of Design concepts that encourage listening.

Employees are encouraged to come up with innovative and inventive solutions to problems and complete routine duties. It has so high regard for its own employees that its Employee Referral Program is the primary source of new employment.

Hyatt has also promoted diversity in its staff.

Hyatt has been named to the Human Rights Campaign's Best Places to Work for LGBT Equality list for the past ten years.

Learnings from Hyatt's training program:

- ➢ Companies should invest in high quality education and training programs to encourage and motivate employees.

- ➢ They should support diversity within the workplace.

- ➢ The culture of creative thinking and problem solving nature should be cultivated within the team.

- <u>CarMax makes hard times easier for their Employees</u>

During the global financial crisis of 2008, businesses and their employees all around the world struggled. Instead than cutting employee perks, bonuses, and recognition programmes and laying off workers to save money, CarMax chose the opposite path.

CarMax has chosen to raise its employee training budget. CarMax increased their employee training and development programmes, allowing current employees to earn raises and climb the corporate ladder.

The organisation also focused on increasing its own personnel ideas through feedback to better their client experience. Following that, significant employee appreciation programmes rewarded those suggestions.

CarMax's efforts to retain employees became fully focused on the company's employees.The Motley Fool has been summarising CarMax results since 2009.Learnings from Carmax:

- ➢ The employee retention strategies need to focus on team's needs before any other business factors.

- ➢ The company should not think about saving money when it comes to your human resources.

- ➢ Companies should take care of the people who are part of the business which results in greater results and profits.

3. RESEARCH METHODLOGY

The basic purpose of this study is to analyse the impact of training and development on employee retention. To understand this in the best way, the following methodology is adopted.

1. Performed Literature Review

   I looked into various research papers to understand the study which had already been conducted with respect to our subject matter. Based on our analysis of these research papers, I listed down a few concepts to prepare the interview structure.

2. Selected the Target Population

   The target population is the total number of people from whom a sample could be taken. The number of people who take part in the survey is referred to as a sample. Convenience Sample was employed as the sampling method. Convenience sampling (also known as grab sampling, inadvertent sampling, or opportunity sampling) is a non-probability sampling technique in which a sample is taken from a population segment that is close to hand.

   Employees and HR personnel from various firms were the target population for our study.

3. Developing Interview Structure and Conducting Interviews
   - ❖ An interview structure was drafted to understand employee's and HR's perspective on the impact of Training and development on retention of employees:
   - ❖ 10 Interviews were conducted with employees and HR's of different organizations. The interviews were conducted virtually via GoogleMeet.

4. Analyse the responses

   NVivo is used to summarise and analyse the interview responses. QSR International's NVivo is a qualitative data analysis (QDA) computer software suite. NVivo is a qualitative research tool that helps qualitative researchers organise, analyse, and identify insights in unstructured or qualitative data such as interviews, open-ended survey responses, journal articles, social media, and web material.Using Nvivo, Codebook and Word Cloud was created based on all the interview themes which helped us to identify the outcome of the interviews conducted.

5. Conclusion

   Concluded by relating the interview analysis with that of research done via various research papers mentioned in the literature review.

4. DATA COLLECTION

The following interview structure was followed to conduct the interview process.

- Are training sessions conducted in your organization
- Medium of trainings
- Content of the training sessions
- Assessments and evaluation system
- Health and wellness training
- Challenges faced during training sessions
- Training expenses
- Overall review of training sessions
- Motivation to stick with the company
- Impact of T&D on employee retention

Interviews were conducted for 30-45 mins of employees and HR's of different organizations. The interviews were conducted online via GoogleMeet due to the restrictions of Covid-19 in various cities. The interviewee names are pseudonym due to the confidentiality of the participants.

Name	Total years of experience	Domain of work	Years of experience in the current organization	Number of companies worked for till now
Samriti Wadhawan	3 years	Legal	1 year	2
Bimal Puri	23 years	IT	15 years	2
Parag Khandelwal	2 years	IT	2 years	1
Mrinal Puri	1.5 years	IT	1.5 years	1
Surabhi Suri	3 years	Legal	2 years	2
Apoorva Asthana	8 years	HR	1 year	3
Aakanksha Reu	2 years	HR	6 months	2
Iti Srivastava	7 years	HR	1 year	3

Pratyash Singh	1 year	HR	1 year	1
Kritika Srivastava	6 months	HR	6 months	1

5. DATA ANALYSIS

NVivo was used to analyse the interviews. QSR International's NVivo is a qualitative data analysis (QDA) computer software suite. NVivo is a qualitative research tool that helps qualitative researchers organise, analyse, and identify insights in unstructured or qualitative data such as interviews, open-ended survey responses, journal articles, social media, and web material. Firstly, The interviews were coded in a format to comprehend with the user interface of NVivo software in order to do qualitative analysis. Please find below the code book which was created to understand the main highlights of the interview responses. (Reference: Fig 5.1)

Secondly, Word cloud was created for the above defined codes. It is a word frequency query used to generate a word cloud and help you find commonly used words and phrases.

Name	Files	References
Challenges faced during training sessions	4	4
Content of the training sessions	8	9
Health and wellness training	4	4
Impact of T&D on employee retention	6	9
Medium of trainings	8	14
Motivation to stick with the company	6	7
Overall review of training sessions	5	6
Training expenses	4	4
Training sessions conducted in the organization	5	5
Assessments and evaluation system	5	6

Figure 5.1

5. 1 Summary of Interviews

Interview #1 with Samriti Wadhawan

Samriti is 25 years old and has been working in the industry since the past 3 years. She is currently working with Gartner as an Ombuds specialist in the legal department and prior to this, she has an experience of working with KPMG. After interviewing her, we got to know that Samriti has been receiving trainings related to her job profile as well as basic people skills.

She had a satisfactory experience with these training sessions as her organisation conducted a mix of live and recorded sessions. With the help of these training sessions, she was able to understand the content and gain knowledge. However, she faced various challenges such as less attentiveness and lack of interaction among attendees and lecturer in large group. One thing which kept the sessions bearable were the additional activity sessions such as bhangra, mandala art, yoga which engaged the employees and motivated them.

She also mentioned about how Gartner provides a friendly work environment. She felt really satisfied that the training sessions focused on her personal career development as well. Gartner follows various retention practices but the one that motivates her the most is retention bonus. Moreover, these training sessions play an important role in the retention of employees as they focus on meeting business requirements and individual growth.

Interview #2 with Bimal Puri

Bimal has 23+ years of experience in the field of IT and Automation and is currently the Vice President & CIO at SRF Limited. While interviewing, we got to know that his organisation provides compulsory as well as optional training sessions to all the employees. Trainings related to design thinking, strategy making are compulsory whereas the sessions related to inter-personal skills are optional.

We found that the training sessions at SRF after Covid have increased, they have been providing sessions using various platforms such as Teams, WebEx as well as through their internal portal SOUL. Mr. Bimal prefers to attend asynchronous sessions as they are self-paced. He received sessions related to his job profile i.e. Industry 4.0, and Automation as well as business training such as strategy making, decision making etc. Training sessions related to mental health and wellness had increased during Covid-19.

Overall, he is satisfied with training sessions specifically online sessions as it helped him multi-task and also enabled to get a vast exposure and interact with people across the globe.

The training sessions helped him to keep up with the industry trends and grow on a professional level.

Interview #3 with Parag Khandelwal

Parag is 23 years old and has been working with Wipro since the past 2 years. He has been receiving training sessions as per the project requirements and voluntarily training related to all job profiles. The frequency of training sessions have increased post covid as it is easy to conduct sessions virtually for their organisation. Live sessions as well as pre-recorded lectures are shared with the employees so that they can study the content whenever they wish to.

When inquired about the training assessment, Parag told us about an internal portal: TopGear wherein assessment for the online trainings which were provided to the employees are conducted. The evaluation for project related training is conducted with proper invigilation and the employees are graded as per their performance and each employee is required to achieve a pre-defined benchmark for continue working with the organisation.

After conducting the interview we got to know that Parag is not satisfied with online training sessions as he feels that classroom training sessions is a better option for complete understanding and learning of new concepts.

Moreover, Wipro focuses on employee's career development and there are various flexible work arrangements along with continuous feedback which helps in retaining the employees.

Interview #4 with Mrinal Puri

Mrinal is 24 years old, and has been working with Accenture as a Software Engineer for the past 2 years. He is working on various softwares and receives training for the same by the organisation regularly. The platform used for conducting training sessions conducted by his organisation are Microsoft Teams and organisation's internal portal. The sessions are compulsory for various topics such as data security, sexual harassment whereas the sessions related to a few technologies such as ABAP Onhana, Amazon web services is voluntarily participation.

He feels that certificates should be added to all trainings as they enhance the individual's CV and acts as a reward which pulls the employees to attend those sessions.

He recently received a training on SAP-Ahana which is a booming software in the IT Industry. Accenture focuses on these training sessions so as to motivate and retain the employees by upskilling them ensuring that their career development is their primary focus.

Interview #5 with Surabhi Suri

Surabhi is currently working with EY as a Tax Consultant. Prior to this, she worked with Deloitte as a Tax Advisor. She feels that training sessions conducted by the organization are a good motivation to stick with the company as it makes the employee believe that the company values his/her future goals and career plan.

EY has both compulsory and optional training sessions on various topics. The sessions are conducted via an internal portal 'SuccessFactors'. They do have assessments for every module to move to the next stage. EY values its employees and ensures that their employees are upskilled for any new challenges.

The only drawback Surabhi felt was that the training sessions are scheduled during working hours which makes it a little difficult to manage workload and its hampers her working productivity sometimes.

Interview #6 with Apoorva

Apoorva is currently working with Gartner as a Recruiter. Prior to this, she worked with various different organizations into Talent Acquisition. She has been receiving training sessions related to her job profile and various optional training sessions are shared with her via the L&D Team.

She feels that the training sessions motivate a candidate to join an organization as the candidate thinks that the company value his/her personal goals and will help him/her to build a successful career.

She herself joined Gartner as she had heard that the learning at Gartner is immense and she will have a progressive career. Moreover, while conducting the recruitment process many candidates ask her similar questions.

Interview #7 with Aakanksha Reu

Aakanksha is a Talent Acquisition specialist with 2 years of experience. She is currently working at KPMG and prior to this, worked with EY.

She left EY as she felt that her growth and learning curve had been stagnant. She manages her work load really well at KPMG.

She was not able to attend training sessions at EY due to the work load. As per her, training sessions are a way to upskill ourselves and have a progressive career within the same organization. They motivate employees to stay with the same organization as they see themselves growing well.

Interview #8 with Iti Srivastava

Iti has been working as a HR-BP in start-ups for the past 7 years now. She has been handling the Training & Development of employees as well. She mentioned that they create training modules for all the employees based on their job profile as per their competencies and requirements.

She feels that this is a motivator for employees in Start-ups as they feel that they will be trained on-the-job theoretically and practically both. This helps in ensuring that employees are valued in the organization and their career growth is important.

These sessions are compulsory for all the departments as they are based on their work profile only. They do not have hire any external party for such sessions. They conduct these in-house based on the current skillset of employees and their manager's expectations.

Interview #9 with Pratyash Singh

Pratyash started his career with GoMechanic and its been 1 year with the same organization. He mentioned that there are training sessions conducted at GoMechanic based on their job profile. He was provided training on different procedures, and tools used in his day to day activities.

These training sessions are compulsory for the employees as they are based on their individual job profile only. They are conducted by their own managers which further helps me in bonding with their team and managers.

He feels that if employees are trained well and have a progressive career in the organization, they will stick with the same organization for a longer period of time.

Interview #10 with Kritika Srivastava

Kritika is currently working with Publicis Sapient as a Talent Acquisition specialist in the Campus recruitment team. She had various training sessions based on her role when she joined as she is a fresher. She has gained great knowledge regarding the procedure and tools used in the recruitment process.

Her trainings were conducted online due to covid, these sessions were conducted by her managers and were compulsory to attend. She has learned a lot during these sessions which she applies right now in her day to day tasks.

She gets a lot of questions from candidates while hiring regarding the growth and career plan at Publicis so she feels that candidates focus a lot on their personal career development and if they feel that they will have a progressing career at an organization, so they will stick with them for a longer period of time.

5.2 Word Cloud for Interview themes

Training sessions conducted in the organization

The training sessions were conducted for all the employees within the organization. The employees of big MNC's had a structured team for Training and Development whereas in Start-ups, the HR team took care of employee's training sessions internally with the help of their respective managers. Most of them had scheduled sessions based on their business requirement. The trainings were based on their current skillset, knowledge and the competencies lacking to excel in their domain. Different modules were created and shared across with the employees so that they have a proper schedule for the sessions. Due to covid, companies had shifted the sessions virtually and webinars were conducted using various different platforms.

we conduct training for different departments as per the requirement. For example, if we feel that there is any competency gap within employees in any specific department. We analyse the same and preparing training modules. (Iti)

Medium of the training sessions

The training sessions are being conducted virtually post the start of the pandemic. The sessions are conducted via various company's internal platform such as EY uses Successfactors, SRF uses SOUL, Gartner uses GartnerLearn, etc. These sessions are held in a group via various online tools such as WebEx, Teams etc. The employees are provided with recordings of the sessions so that they can learn and revise as and when they are available. This helps people from various different geographies to join together and learn.

Our sessions are mostly conducted on Zoom, Microsoft Teams. We have our organisation's internal portal named SOUL wherein we get access to various sessions and lectures. (Bimal)

We have both type of sessions, some of them are synchronous and some are asynchronous wherein we get the animated videos and presentations. (Samriti)

Content of the training sessions

The content of these training sessions was provided with in-house or from various third party who had excelled in the subject. The sessions which were related to the job profile of employees were made compulsory whereas the ones which were generic were optional. For example, for an IT employee, Sessions related to the software/tool they were working on was a compulsory session whereas a session on strategy and communication was optional.

Job related sessions such as anti-money laundering, data analytics, report writing are compulsory for us. (Samriti)

The sessions related to emotional intelligence; people skills are optional for us. (Samriti)

Assessments and evaluation system of the training
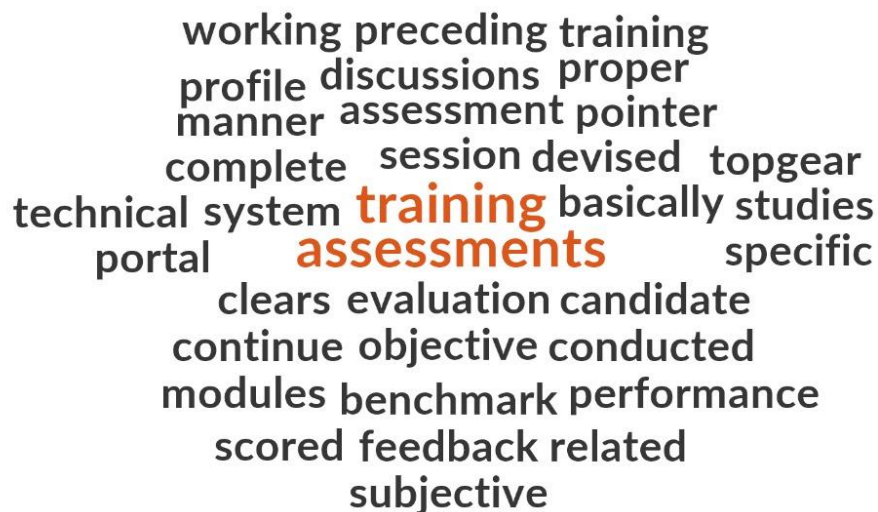
All companies use different parameters to assess the training performance of employees. Most of the companies focused on subjective tests while other paid more attention to objective assessment. There were group discussions conducted after sessions to understand the knowledge gained by the participants. Proper feedback was taken after all the sessions so that the trainers could improvise for the upcoming sessions and make them more effective. At the end of the sessions, questions from the employees were answered so that all the concepts explained were cleared to all the participants.

we had a proper evaluation system for the same. We were scored based on our performance during the training as well as objective assessment after each session. (Mrinal)

We have a proper invigilation system; we have to switch on our cameras and mics while attempting for the exam. (Parag)

Health and wellness training

Post the pandemic, companies focused a lot on heath and wellness training. Sessions were conducted virtually related to mental health, meditation so that employees have a healthy state of mind. Moreover, physical activity sessions such as Dance, Zumba etc. were conducted so that employees have a healthy work life balance and take care of their physical health. Various 1:1 and group discussions were conducted so that employees can share about themselves and interact with people during the tough times.

Yes, we had sessions related to mental health, and activity sessions such as Mandala Art, Bhangra, Meditation, Yoga etc. (Samriti)

Yes, we had discussions related to Covid-19 awareness, symptoms etc. We also have sessions related to work-life balance and mental health counselling. (Parag)

Challenges faced during the training sessions

Employees faced a few challenges during the training sessions such as during the virtual sessions, they felt that they lacked practical exposure and could not connect on a personal level with the trainer. In few of the organizations, the work load is too high that the employees cannot invest time in these sessions which demotivates them. They felt that due to these constraints, their learning is limited to their working life and they are not accustomed to different types of concepts.

Yes, there were training sessions scheduled on various subjects but I could nt attend the same due to the work load.: (Aakanksha)

Training expenses

moreover
certifications
sessions expenses access
employer
platforms training organizations
courses
reimbursement

The training expenses for all the sessions either in-house or outsourced was borne by the employer. In various organizations, employees were allowed to do certification courses from other platforms and they were reimbursed for the same.

It was all borne by the employer, even if we apply for training sessions held by other organizations whose certifications are paid, We get reimbursement for the same. (Samriti)

It was all borne by the employer. Moreover, we also have access to platforms like Udemy, we get the paid courses for free. (Parag)

Motivation to stick with the company

definitely
belongingness
organization motivates professionally
structure employees performance
supportive arrangement successful
continuous upskilling
development

Employee are motivated to stick with one organization for a longer period of time if they are valued at the organization, If the employees feels that they can professionally and personally grow in the organization, they are willing to stick with the company. Every employee aims to

have a progressive career and upskill themselves. If the employer pays attention to all these parameters, the retention ratio increases.

If I feel that my company values my professional career path and will help in upskilling myself both professionally and personally, I would stick by the same organization for a longer period of time. (Pratyash)

Impact of Training and Development on employee retention

various practice retaining
informed competencies personal
conducted recruiting companies
profile various **development** aligns immense timely
regular **provide organization motivates** within
looking **individual career** employee growing
freshers **sessions training** gartner related
regarding **learning** mostly
future **growth** progressing though
important **candidates** questions
interest attend **definitely** almost organisation
training forward attention ensured valued
upskill experimenting remain
working

Training and development play a major role in employee retention. If employees feel that they can learn and grow within an organization, they stick with the company for a longer period of time. Companies should focus on providing a healthy work life balance along with training the employees so that the employees can enjoy their work and also build a progressive career with immense growth in the organization. Companies should focus on individual goals of the employees.

Candidates do focus a lot in their career growth at the same organization. While recruiting, most of the candidates even freshers ask questions related to the career progression here and how they can see themselves grow 5 years down the line. They definitely pay attention to the growth and training & development plays a very important role in the growth of an individual. (Apoorva)

6. RECOMMENDATIONS

After the primary and secondary research in this project I would like to recommend the organizations and employers to focus on training and development with respect to employees personal career development, their physical as well as mental wellbeing.

The companies should not only focus on training and development of its employees as a medium to retain them. They should provide the employees with various perks and benefits, a healthy work environment, work-balance life, proper performance feedback, retention bonus etc. in order to motivate and help its employees to grow within the organisation, which in turn will help them in retaining them for a longer time period.

The sudden onset of the COVID-19 global health crisis disrupted work patterns in companies worldwide. One of the work areas most affected has been employee learning and development. There are some things that need to remain the same as time goes on and society continues to evolve, Training and Development is one of them.

For Employees:

1. Organizations plan these trainings and inform their employees in advance. Hence, employees should manage their work and time effectively to attend these training sessions.

2. These training sessions are a great source for employees to upskill themselves. Hence, they should be attentive during the training sessions to increase their knowledge base.

3. Employees should attend different training sessions so as to explore various areas of interest.

For HR/L&D Team

1. Training sessions should be scheduled in accordance to the work load of the employees so that they can manage their work along with these sessions.

2. The content of the training modules should be aligned with the career interests of the employees.

3. Assessments and evaluation should be conducted post each training sessions to assess its effectiveness.

7. CONCLUSION

Employee Training and Development helps in upskilling employees so that they perform better at the job with increase in efficiency and the productivity of an organization.

I learnt that training and development is a key aspect of any organization's strategy, influencing both employee retention and human capital growth, thanks to secondary research conducted as part of this project. It was discovered that every employee need job training. Organizations should use reward-giving phenomena to improve employee motivation and loyalty. Employees are thus given an environment in which they can embrace career advancement and professional skill development.

Human resource management includes training and development. For improved performance, organisations must choose skilled and capable personnel, and employees will be more than competent if they have the necessary knowledge and skills.

It was also shown that investing in high-quality education and training programmes will help retain employees for extended periods of time. Companies like Hyatt and CarMax adopt these principles, and the results have been extremely beneficial.

The primary research which was conducted via interviews helped ti identify and support the data which we have gathered from secondary resources like research papers, case study and examples from organisations like Hyatt and CarMax. Thus it can be concluded that training and development is not the only motivation which retain the employees however, it is one of the most important criteria which makes the employees stick with the organisation.

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9. ANNEXURE

Interview Transcripts

<u>INTERVIEW 1 - *with Ms. Samriti Wadhawan*</u>

Megha: Hey Samriti, How are you?

Samriti: Hey Megha, I'm good. How are you?

Megha: I am good too, thank you for asking. Before we begin, can you please give a brief introduction about yourself.

Samriti: Sure, My name is Samriti. I am 25 years old. I am currently working with Gartner as Ombuds specialist in Legal and Compliance. Prior to this, I was working with KPMG as an Associate Consultant in Risk Advisory.

Megha: That sounds great! So has your organisation been providing you training sessions recently?

Samriti: Yes. Due to covid, Webinars are being conducted. We have a knowledge sharing tool where we get access to recorded sessions.

Megha: Are these sessions compulsory or optional for you?

Samriti: Job related sessions such as anti-money laundering, data analytics, report writing are compulsory for us. The sessions related to emotional intelligence, people skills are optional for us.

Megha: Has the frequency of training sessions increased, decreased or is it same as before the pandemic?

Samriti: It has definitely increased. During the start of the pandemic, our work flow had decreased so most of the time, we were engaged with trainings only.

Megha: How are these sessions conducted for you? Do you have any specific internal portal or online platforms?

Samriti: We have a platform wherein we get the recordings of the sessions and other training related content. The live sessions are conducted on zoom, teams, and WebEx.

Megha: Are these sessions synchronous or asynchronous in nature?

Samriti: We have both type of sessions, some of them are synchronous and some are asynchronous wherein we get the animated videos and presentations.

Megha: Were these training sessions beneficial for you?

Samriti: Yes, definitely. It has helped to gain knowledge and enhance our skills, theoretically. It helps in practical application while working as we come across different situations everyday.

Megha: Do you have any assessments or evaluation after the training sessions?

Samriti: There weren't any specific assessments or evaluations, we just had feedback and group discussions after trainings related to job profile.

Megha: Is training related to health and wellness provided to you?

Samriti: Yes, we have sessions related to mental health, and activity sessions such as Mandala Art, Bhangra, Meditation, Yoga etc.

Megha: That's really nice. So, next I want to enquire if you faced any challenges during these training sessions?

Samriti: The only issue I personally faced was attentiveness, it was difficult to stay attentive and concentrate within a large group. Also, we had to register for the

sessions beforehand as it was first come first serve basis so we had to be quick for the registration process.

Megha: Okay. So, were the training expenses borne by you or your employer?

Samriti: It was all borne by the employer, even if we apply for training sessions held by other organizations whose certifications are paid, We get reimbursement for the same.

Megha: Do you receive any certificate for these?

Samriti: Yes, we get certificates for all the training sessions.

Megha: As you have been working with Gartner since almost 2 years now, what is your motivation to stick with the company for a longer period of time?

Samriti: The employees at Gartner are really supportive, peers at Gartner motivate you everyday to work hard and achieve goals. Moreover, there is good work-life balance here.

Megha: As you mentioned about motivation, is there anything specific or unique thing during training sessions that motivates you to stick with the company?

Samriti: Yes, even though they focus on various types of training, they ensured that our focus remain on our career goals and personal development.

Megha: Great, would you like to share anything else related to the training sessions or retention practices followed by Gartner?

Samriti: Yes, I feel that training sessions should have smaller groups for better interaction amongst attendees and lecturer. When it comes to retention

practices, Gartner pays a retention bonus after completing 5 years with the organization.

Megha: Yes, that sounds amazing!

Samriti: Agreed.

Megha: Thank you so much Samriti for your valuable time, It was great talking to you!

Samriti: Same here, Megha! Thank you, Have a nice day!

Megha: Hello Sir, How are you?

Bimal: Hello Megha, I am good. How are you?

Megha: I am good too, Thanks for asking. Sir, can you please brief about yourself before we begin with the interview?

Bimal: My name is Bimal, I have 23+ years experience in the field of IT and Automation. I am currently working with SRF Limited as Vice President & CIO for the past 13 years.

Megha: Wow, That's amazing! I would really like to know what is your source of motivation to stick with SRF for the past 13 years now?

Bimal: The main reason to stick with SRF are its policies, the structure they follow. The work-life-balance and the quality of work and growth provided by the company motivates me the most.

Megha: Glad to hear that! Does training and development play a role in motivating you to stick with the company?

Bimal: Yes, definitely. Our organisation is providing us various training sessions on a regular basis. These training sessions help in our career development and long term growth.

Megha: Are these sessions compulsory or optional for you?

Bimal: Few of the sessions are compulsory and few are optional. The trainings related to strategy making, design thinking are compulsory whereas the ones related to communication, people skills are optional.

Megha: Have the training sessions increased, decreased or is same as before the pandemic?

Bimal: Definitely increased, the organisation is focusing a lot on learning of employees so as to make the employees ready for future growth.

Megha: How does your organisation conduct the training sessions? What is the platform used for the same?

Bimal: Our sessions are mostly conducted on Zoom, Microsoft Teams. We have our organisation's internal portal named SOUL wherein we get access to various sessions and lectures.

Megha: Are the sessions synchronous or asynchronous in nature?

Bimal: We have a blend of both synchronous and asynchronous training sessions.

Megha: Were these sessions effective for you?

Bimal: The asynchronous sessions are definitely effective as they involve self paced training. We can go through the sessions at any point of time according to our schedule. Morever, we get recordings for the live sessions which also eases the process.

Megha: Do you have any assessments for the training sessions?

Bimal: Yes, assessments were conducted, objective evaluation is done. We also have case studies as assessments.

Megha: Did you receive training related to your job profile only?

Bimal: We did receive training related to job profile. For example: Industry 4.0, Automation. But we also had sessions related to strategy making and agile thinking.

Megha: Was training related to health and wellness provided to you?

Bimal: Yes, training sessions related to mental health and stress management were conducted earlier. However, in this pandemic the frequency of such sessions have drastically gone up.

Megha: Did you face any challenges during training sessions?

Bimal: Not as such, these are really interesting and help in gaining knowledge.

Megha: Were the training expenses borne by you or your employer?

Bimal: Yes, all the expenses were borne by the employer.

Megha: Were you satisfied with the online training and development sessions?

Bimal: Yes, they very well exceeded my expectations.

Megha: Is there any thing else related to training sessions which you would like to share?

Bimal: Since, the training sessions during the pandemic were not limited to one geographical classroom, they enabled me to get a vast exposure. They were not just a means to upskill myself but they also gave me a chance to interact with people across the globe coming from different diverse background and cultures.

Megha: Happy to hear that, Bimal. That's all, Thanks for your time. Have a nice day!

Bimal: Most welcome. You too!

Megha: Hey Parag! How are you?

Parag: Hey Megha! I am good, how are you doing?

Megha: Same here, all good. Can you please brief me about yourself?

Parag: Sure, My name is Parag. I am currently working with Wipro as a Project Engineer for the past 2 years.

Megha: That's really great. So, to begin with do you receive training sessions at Wipro?

Parag: Yes we do based on our project requirements, currently I am working on a project with U.S. Bank, so we require the technical skills of Adobe experience manager for the same. We got the training sessions related to that.

Megha: Great, so are these sessions compulsory or optional for you?

Parag: The project trainings are compulsory for us, others we just get the notifications on our mailbox and it's upto us if we are willing to join.

Megha: Okay, so has the frequency of training sessions increased, decreased or is it same as before the pandemic?

Parag: It has definitely increased, we get more training session mails as compared to before. It is easier for companies to schedule online sessions as they get experts easily in a virtual mode.

Megha: That's true, what platform does Wipro use for training sessions?

Parag: Most of the sessions are conducted on WebEx or Microsoft teams.

Megha: You have live sessions only, or do you get some pre-recorded videos as well?

Parag: We have live sessions and we get the recording for the same as well.

Megha: Great, that's really helpful if you wish to go back to some topics or revise them.

Parag: Ya, It does help a lot.

Megha: Great, so do you feel that these online sessions are beneficial?

Parag: Yes, they are good for learning. But if we compare them to classroom trainings which were held before the pandemic, they were better as we used to get practical exposure. Also, at home there are a lot of distractions and one really can't focus properly.

Megha: Yes, it surely is. Do you also have assessment after the training sessions?

Parag: Yes, we have our own portal: TopGear, we have objective as well as subjective assessment after each training session.

Megha: As you mentioned, you have a lot of optional trainings as well. So, do you prefer taking those?

Parag: Yes, I prefer taking up the sessions which would help me in my career growth, mostly which are related to technical knowledge.

Megha: Great, so you have access to all types of trainings?

Parag: Yes, we have the access to all sort of trainings related to strategy making, business development etc.

Megha: Did you receive training related to health and wellness as well?

Parag: Yes, we had discussions related to Covid-19 awareness, symptoms etc. We also have sessions related to work-life balance and mental health counselling.

Megha: Great, did you face any challenges during the online sessions?

Parag: Yes, there were a lot of internet connectivity issues, the sessions were of long duration, it was difficult to sit at one place and concentrate.

Megha: Ya, it is really difficult to sit straights for long hour durations. What is the approximate duration for the training sessions?

Parag: It goes for about 2-3 hours.

Megha: Okay, the training expenses or the certification cost was borne by you or your employer?

Parag: It was all borne by the employer. Moreover, we also have access to platforms like Udemy, we get the paid courses for free.

Megha: That's really nice, Are you satisfied with online training sessions?

Parag: Ya, they are satisfactory. The classroom trainings are definitely more effective.

Megha: Great! Anything else would you like to share?

Parag: Ya, We have a pointer based system for technical training. Basically, we have a benchmark set for a year and have to complete the same so as to continue working with Wipro.

Megha: That's something new to hear, do you have assessment pattern for the same?

Parag: Yes, we have proper assessments and invigilation for these exams.

Megha: So you get the pointers based on your score?

Parag: No, we get the pointers on the basis of the level of training, like L1. L2.

Megha: What does L1, L2 define?

Parag: These are levels for the training. In a lay man language, we would say easy, medium or hard.

Megha: How are these exams conducted online?

Parag: We have a proper invigilation system, we have to switch on our camera's and mic's while attempting for the exam.

Megha: Really interesting, Parag! Do you feel that these training sessions motivate you to stick with the company?

Parag: Yes, they definitely do. They provide me a sense of belongingness as they focus on my personal career development.

Megha: Glad to hear that, Parag! Any other specific thing that motivates you to stick stick with the company other than the training & development provided by them?

Parag: Yes, the flexible work arrangement and the continuous feedback on performance motivates me a lot.

Megha: Amazing! Thank you so much for sharing your experience with online training sessions. It was great talking to you!

Parag: Same here, Megha!

Megha: Good morning Mrinal! How are you?

Mrinal: Good morning Megha, I'm good. How are you?

Megha: I'm good too, Thanks for asking. Before we start with the further interview, Can you please give me a brief introduction about yourself.

Mrinal: Sure. My name is Mrinal, I am 24 years old. I have completed my graduation from MSIT, IP University and currently working with Accenture for the past 1.5 years as a Software Engineer.

Megha: Glad to know that about you! What are the practices followed by Accenture which you find unique and motivates you to stay with the company in the long run?

Mrinal: That's an interesting question! Accenture provides various trainings on upcoming software and tools which help in upskilling ourselves. For example, recently I did a training on SAP-Ahana which is the most crucial software these days in the IT Industry.

Megha: That's nice, so were they compulsory for you or you had the option to apply for the same.

Mrinal: Umm, a few of them which were related to data security, ethics, compliance and sexual harassment were compulsory for us whereas the technical trainings related to ABAP Onhana, Amazon web services were optional.

Megha: Okay, that's great. Were these training sessions conducted before the pandemic as well?

Mrinal: Accenture prides itself in providing a high growth learning environment so yes they did provide training sessions before and during the pandemic as well.

Megha: Great, so has the amount of training increased or decreased or is it same as before?

Mrinal: It has definitely increased. For instance, we have had numerous client data protection related sessions as everything has shifted to technological base. Otherwise, the sessions related to technical tools and software are same as before.

Megha: Interesting, What is the platform for these training sessions?

Mrinal: Sessions are mostly conducted on our company's internal software, and some of the live sessions are conducted on Microsoft Teams.

Megha: Okay, so are these sessions synchronous or asynchronous?

Mrinal: Most of them are asynchronous. Basically, we get the recordings/content and have to go through the same. Whereas some of the technical trainings are conducted live.

Megha: Have these sessions been beneficial to you?

Mrinal: Ya, they helped me gain the technical knowledge required for my job profile.

Megha: Are the online sessions effective for you? Or do you prefer offline sessions?

Mrinal: Sort of yes, but the offline sessions are definitely more effective as they involve a lot of peer-learning as well as the interaction during offline sessions is much easier.

Megha: Yes, definitely it is. Were these sessions evaluated?

Mrinal:	Ya ya, we had a proper evaluation system for the same. We were scored based on our performance during the training as well as objective assessment after each session.
Megha:	Oh, it seems nice. So was training related to mental health and wellness provided to you?
Mrinal:	Yes, we have seminars scheduled for us related to mental health counselling, meditation and yoga. But they were not compulsory for us to attend.
Megha:	Alright, so the training expenses for all the sessions were borne by you or your employer?
Mrinal:	The training expenses had been borne by the employer.
Megha:	So are you satisfied with the training sessions?
Mrinal	Yes, it was satisfactory looking at current circumstances.
Megha:	Pretty great, It was really nice having this conversation with you and understanding your experience about training sessions. Is there anything else related to online sessions you would like to share?
Mrinal:	Yes, it was nice talking to you as well. One thing I would like to add is that Certifications should be added for the training sessions as it really helps for prospective career growth and adds value to our personal resume.
Megha:	Agreed, Thank you so much for your valuable time. Have a nice day!

Megha: Hey Surabhi! How are you?

Surabhi: Hey Megha! I am good, how are you doing?

Megha: Same here, all good. Can you please brief me about yourself?

Surabhi: Sure, My name is Surabhi. I am currently working with EY as a Tax Consultant. Prior to this, I worked with Deloitte as a Tax Advisor.

Megha: That's really great. So, to begin with do you receive training sessions at EY?

Surabhi: Yes, we do have virtual training sessions these days due to covid as we are currently working from home.

Megha: Great, so are these sessions compulsory or optional for you?

Surabhi: Most of them are compulsory but quite a few are optional as well.

Megha: That's true, what platform does EY use for training sessions?

Surabhi: We have an internal platform named 'SuccessFactors'.

Megha: You have live sessions only, or do you get some pre-recorded videos as well?

Surabhi: We have live sessions and we get the recording for the same as well.

Megha: Great, that's really helpful if you wish to go back to some topics or revise them.

Surabhi: Ya, It does help a lot.

Megha: Great, so do you feel that these training sessions are beneficial?

Surabhi: Yes, they help us in upskilling ourselves, provided the candidate is motivated enough to learn.

Megha: Totally agreed. Do you also have assessment after the training sessions?

Surabhi: The training modules were devised in such a manner that a candidate moved onto the next stage only if he/she clears the assessment of the preceding stage.

Megha: What kind of trainings do you receive?

Surabhi: We have on the job and off the job trainings both.

Megha: Great, did you face any challenges during these training sessions?

Surabhi: Sometimes it happens that the timings of the trainings sessions clash with our routine jobs which hampers the productivity.

Megha: Yes, it definitely gets a little difficult. Are you satisfied with online training sessions?

Surabhi: Ya, they are satisfactory.

Megha: Glad to hear that, Surabhi! Do you think that these training and development sessions are a motivating factor for you to stick with the company for a longer period of time?

Surabhi: Yes, it definitely is. If the organization values my career growth plan, I will be more than happy to stick with the same company for a good amount of time.

Megha: Amazing! Thank you so much for sharing your experience with online training sessions. It was great talking to you!

Surabhi: Same here, Megha!

Megha: Hello Apoorva, How are you?

Apoorva: Hello Megha, I am good. How are you?

Megha: I am good too, Thanks for asking. Can you please brief about yourself before we begin with the interview?

Apoorva: Sure. I have total 8 years of professional experience. I am currently working with Gartner as a Recruiter. Prior to this, I worked with Airtel, EY and Pinkerton into Talent Acquisition.

Megha: Wow, That's amazing! I would really like to know your motivation to join Gartner and stick with the company?

Apoorva: The reason why I moved to Gartner is that I have heard a lot about Gartner, their work culture and the way they value their employees.

Megha: Glad to hear that! Does training and development play a role in this?

Apoorva: Yes, definitely. It's been almost a year with Gartner and the learning here is immense. They provide us timely training sessions related to our job profile and we can also attend various training sessions based on our interest.

Megha: Are these sessions compulsory or optional for you?

Apoorva: Few of the sessions are compulsory and few are optional. The trainings related to recruitment, the tools we use here in Talent Acquisitions are compulsory whereas the ones related to generic subjects are optional.

Megha: Alright, so do you feel that these training sessions are beneficial for you?

Apoorva: Definitely, these sessions help a lot in learning various different techniques, processes and how to structure our day. Few of the sessions do help us in learning about how to make our days more productive and align our work.

Megha: That is really great! As the pandemic had hit, so are these sessions conducted virtually as well?

Apoorva: Yes, I joined Gartner virtually only and have not yet visited the office. I have attended all the training sessions virtually up till now.

Megha: Oh, Alright! Hoping that you get to visit the office really soon! :D Do you think that training and development motivates any prospective employee to join the organization?

Apoorva: Yes, while recruiting employees, most of them have questions like 'What does growth at Gartner look like?' or 'How can they see their career progressing here?'. So I think that if the candidate is pre-informed regarding the employee growth plan, it motivates them to join the organization.

Megha: Makes complete sense. Thank you for sharing such insight with me. Anything else would you like to share related to training and development or how it helps in retaining employees?

Apoorva: Sure. Training and development is an important practice in organization these days as candidates are now looking forward to join companies which aligns with their future goals and help them in progressing their career.

Megha: Agreed. Thanks a lot for your tine, Apoorva! Have a good day.

INTERVIEW 7 - *with Ms. Aakanksha Reu*

Megha: Hello Aakanksha, How are you?

Aakanksha: Hello Megha, I am good. How are you?

Megha: I am good too, Thanks for asking. Can you please brief about yourself before we begin with the interview?

Aakanksha: Sure. I have 2 years of experience in the field of Talent Acquisition. I started my career as a Talent Acquisition Associate with EY and am currently working with KPMG as a Talent Acquisition specialist.

Megha: Wow, That's amazing! Could you help me with reason you left EY and joined KPMG?

Aakanksha: I worked with EY for approximately 1.5 years and felt that my growth had been stagnant. I was working on very similar profiles since a very long time so wanted to explore more in TA as it is the start of my career.

Megha: Alright, That makes sense! Were you provided Training sessions at EY?

Aakanksha: Yes, there were training sessions scheduled on various subjects but I could nt attend the same due to the work load.

Megha: Okay, So do you feel that if you would have invested time in those training sessions, that would have helped you to learn more?

Aakanksha: Yes, definitely. Trainings are a great way to learn and grow as an individual.

Megha: Agreed. So do you have training sessions currently at KPMG?

Aakanksha: Yes, there are training sessions related to recruitment process and various generic subjects.

Megha: That is really great Are you able to invest time in these sessions?

Aakanksha: Yes, as it's been just 6 months here. I try to manage my time and engage in different activities so as to explore well.

Megha: That's amazing! Do you think that these sessions are a motivation for you to stick with the company for a longer period of time?

Aakanksha: Yes, they definitely help an individual to upskill themselves which further motivates them to grow and have a progressive career within the same organization.

Megha: Absolutely! Thanks a lot for sharing your perspective on this topic. It was great connecting with you, Have a good day!

Aakanksha: Same here, Megha! Thanks much, stay in touch. Good day!

Megha: Hello Iti, How are you?

Iti: Hello Megha, I am good. How are you?

Megha: I am good too, Thanks for asking. Can you please brief about yourself before we begin with the interview?

Iti: Sure, I have total 7 years of experience and am currently working with KindLife as a HR-BP. Prior to this, worked with WedMeGood and ScoopWoop into HR-BP role.

Megha: Wow, That's amazing! You have been working in a start-up culture so do you have any training & development sessions held?

Iti: Yes, we conduct training for different departments as per the requirement. For example, if we feel that there is any competency gap within employees in any specific department. We analyse the same and preparing training modules.

Megha: That's interesting! So, these training sessions/modules are in-house or you outsource trainers?

Iti: We prepare training modules internally and assign different mentors within the organization who are at managerial positions and have good subject knowledge.

Megha: That's great to hear! Do these training sessions have any impact on retaining employees?

Iti: Yes, definitely. In start-ups, mostly there are no trainings conducted and all the learning are on the job while working and experimenting. As we provide trainings here based on employee competencies, this helps us in retaining

employees as they feel motivated that they are valued in the organization and will have a growing learning curve.

Megha: That makes sense! Which all departments do you provide training to?

Iti: Training is provided to all departments based on requirements. We recently created training modules for Digital Marketing, Tech and Business Development teams.

Megha: Amazing! Are these sessions compulsory or optional?

Iti: These sessions are compulsory for all the employees in the departments as we aim to have equality amongst the employees.

Megha: Great! Thank you so much Iti for sharing all these details.

Iti: You're welcome, Megha!

<u>INTERVIEW 9 - *with Mr. Pratyash Singh*</u>

Megha: Hello Pratyash, How are you?

Pratyash: Hello Megha, I am good. How are you?

Megha: I am good too, Thanks for asking. Can you please brief about yourself before we begin with the interview?

Pratyash: Sure, My name is Pratyash. I am currently working in the HR operations department of GoMechnaic.

Megha: Glad to hear that! How long have been working here?

Pratyash: It's been a year working with GoMechanic and it is my first organization.

Megha: That's amazing to hear! How has your experience been so far?

Pratyash: It has been great. As it is a start-up, I get the opportunity to work with top management as well hence there is a lot of learning here.

Megha: Interesting! So as a fresher, were you provided any trainings by the organization?

Pratyash: Yes, there were trainings related to my job profile which helped me to do the daily tasks and activities.

Megha: Were these trainings compulsory for you?

Pratyash: Yes, they were compulsory for us as it was entirely based on our day to day work. Incase we missed it, we won't be able to complete our day to day activities.

Megha: Makes sense! Were these in-house or outsourced by the organization?

Pratyash: These were all in-house conducted by our managers. They trained us on different procedures and how to go about the same.

Megha: Great! Do you feel that these training sessions act as a motivator to employees?

Pratyash: Yes, definitely. They help us in learning which further helps us to grow professionally. These training sessions help in upskilling ourselves and have a successful career path.

Megha: Agreed! Will you be sticking with one organization if they provided you a progressive career and relevant trainings as per your job profile?

Pratyash: Definitely. If I feel that my company values my professional career path and will help in upskilling myself both professionally and personally, I would stick by the same organization for a longer period of time.

Megha: Great! Thank you so much Pratyash for sharing your experience. Have a great day.

Megha: Hello Kritika, How are you?

Kritika: Hello Megha. I'm good. How are you?

Megha: I am good too, Thanks for asking. Can you please brief about yourself before we begin with the interview?

Kritika: Sure. I am currently working with Publicis Sapient as a Talent Acquisition Specialist in the Campus recruitment team.

Megha: That's amazing. How long have you been working here?

Kritika: It's been 6 months and have joined here as a fresher.

Megha: That's great. So, were your provided trainings related to your role when you joined the organization?

Kritika: Yes. I was provided trainings on how to conduct interviews, reach out to different institutions and how to use different recruitment platforms as well as Publicis internal tool.

Megha: Great! So were these sessions conducted by the internal employees of Publicis?

Kritika: Yes, they were conducted by the managers and top level management of the organization.

Megha: Alright, so do you feel that these training sessions are beneficial for you?

Kritika: Definitely, these help me a lot in completing my day to day activities here, I have learned a lot in these 6 months here.

Megha: Super happy to hear that! Do you think that these training sessions have any impact in retaining the employees for a longer period of time?

Kritika: Yes, Candidates do focus a lot in their career growth at the same organization. While recruiting, most of the candidates even freshers ask questions related to the career progression here and how they can see themselves grow 5 years down the line. They definitely pay attention to the growth and training & development plays a very important role in the growth of an individual.

Megha: Alright! That makes complete sense. Were these sessions conducted virtually for you or did you visit the office?

Kritika: These were all conducted virtually as due to covid, we haven't opened up fully and managers take these sessions in a group so it is preferred virtually only.

Megha: Got it! Did you face any challenges during these sessions?

Kritika: No, Everything seemed pretty fine.