

# **Major Research Project**

## **Effectiveness of Training and Development Programs in Bharat Electronics Limited**

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2K21/DMBA/14

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## **CERTIFICATE**

This is to certify that Mr. Abhishek Singh, has completed the project titled “Effectiveness of Training and Development Programs in Bharat Electronics Limited”, under the guidance of Dr. Meha Joshi as a part of Master of Business Administration (MBA) curriculum of Delhi School of Management, DTU. This is an original piece of work and has not been submitted elsewhere.

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## **DECLARATION**

I, Abhishek Singh, student of Delhi School of Management, Delhi Technological University, hereby declare that the Major Research Project on “Effectiveness of Training and Development Programs in Bharat Electronics Limited” submitted in partial requirements for the award of the degree of Master of Business Administration (MBA) under the guidance of Dr. Meha Joshi is the original work conducted by me.

I also confirm that neither I nor any other person has submitted this project report to any other institution or university for any other degree or diploma. I further declare that the information collected from various sources has been duly acknowledged in this project.

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## **EXECUTIVE SUMMARY**

The progress of every organisation depends on the development of its human resources. Any business that prioritises the training and development of its employees will always reap rewards. Any company that does not place a high priority on employee development will have a tough time achieving its objectives and will find it challenging to successfully compete. Companies can take part in a range of training and development initiatives. The intent is to demonstrate how difficult it is to achieve employee happiness without proper worker training and development.

Numerous training initiatives fall short of providing the anticipated organisational benefits. A well-structured programme in place can assist us in identifying the area of employee performance where there is an issue.

The business makes significant financial investments in its training initiatives. Therefore, it is crucial to measure the success of training programmes. The efficiency of training programmes, their role in organisational development, and employee performance will all be clarified by this study.

This study aims to understand the significance of T&D from the perspective of employees, as well as the impact of training programmes on employee performance, the efficacy of training programmes, and their contribution to organisational development.

It is a descriptive study that was conducted using the survey approach. For this project, primary and secondary data will be needed. Primary data has been used to a great deal. For the subjects, a well-structured questionnaire was created.

Primary data will be gathered using the survey method and specially designed, structured questionnaires. The internet, a variety of books, and periodicals will be used to gather the secondary data.

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## **CHAPTER-1 INTRODUCTION**

The progress of every organisation depends on the development of its human resources. Any business that prioritises the training and development of its employees will always reap rewards. Failure to prioritise personnel training and development will make it difficult for any organisation to achieve its objectives and to compete favourably. A range of training and development initiatives are available for organisations to join. The intent is to demonstrate how difficult it is to achieve employee happiness without proper worker training and development.

The end goal of manpower development is achieved through the use of power and career advancement. Employees anticipate fair and sufficient training for manpower development. Making it possible for a group of individuals to operate more productively and efficiently is one of an organization's goals. Long recognised as a key tactic for boosting employee satisfaction, which has a multiplier effect on productivity inside an organisation.

An organization's greatest asset is its workforce. They play a crucial function that cannot be overstated in a company's performance. As a result, these particular assets need to be adequately prepared in order to maximise task efficiency. Train them frequently to match the demands of the dynamic commercial climate of today.

A key and crucial area of human learning and development is training and development. The training function must be heavily integrated into business strategies if an organisation wants to use it to respond to and promote change. This guarantees that a thorough training policy must be established and implemented from the top down with cooperation from management at all levels.

Training and growth refer to the process of enhancing one's knowledge and skills for a certain career. It is a method for workers to learn the knowledge and abilities needed for a particular job. Training's goal is to reduce the distance between demands of the job and a worker's particular skills. The goal of training is to enhance a person's performance and conduct over time.

Businesses in the modern, developing world must constantly adapt their operations to meet new challenges and changing conditions. The development of human resources is therefore crucial for success.

Therefore, it is crucial to improve their current knowledge and skills. In order to manage the performance of the workforce, training is crucial.

The organisations must take the necessary steps to maintain their standards in order to keep up with the level of competition. The management workforce, which divides the teams in such a way that they are given goals that are achievable given their knowledge and experience, can achieve this. They must also adjust to their company's shifting environment. When employees are given the opportunity to apply their skills in the correct way, they become more driven and self-assured. As a result, employee satisfaction rises, which is beneficial for the company's turnover over the long term.

For the majority of organisations, training and development is a key instrument that helps increase the productivity and skill levels of the workforce, helps the workforce be well acquainted with the requirements, and helps the workforce cope with changes that occur. Organisations conduct performance evaluations to discover performance gaps and shortages for this reason. Armstrong (2016) asserts that the best method to give employees learning opportunities while also cultivating a sense of commitment and the need for professional progression is through training.

## **1.1 Human Resource Management (HRM)**

Personnel management is also known as human resource management. HRM and job organisation serve as representations of the value of managing people inside the organisation. HRM offers the chance to have a beneficial influence on employee behaviour and business success.

In order to attain individual worker capabilities as well as organisational objectives and goals, HRM places a strong emphasis on employee selection and placement as well as their growth and productive activity.

A concentrated strategy for choosing a skilled, dedicated, and flexible workforce that gives you a competitive edge is human resource management. HRM is an organised and discerning approach to managing the people who work for an organisation and devote both their individual and collective time and effort to achieving organisational goals.



The goal of HRM is to ensure that an organization's productive demands are satisfied by having a readily available and efficient staff in the appropriate location.

## **1.2 Human Resource Practices (HRP)**

The term "human resource practise" (HRP) refers to the methods and tactics used to carry out human resource (HR) tasks like preparation for human resources, job reviews, enrolment, selection, orientation, compensation, performance evaluations, training and development, and work relationships in administrative roles. HRP adheres to a set of rules that are effective for the organisation.

HRP is most frequently used by businesses. Another department that works with employees is human resource development (HRD), and they are in charge of leading and creating plans for specific people. Success is challenging to achieve without HRP. The success of an organisation, employee commitment, and general effectiveness were all goals of HRP.

A predictor of employee engagement, motivation, and potential has been found to be HRM activities. According to studies, inadequate training, underpaying, a lack of job protection, work-family conflict, a performance evaluation system that is only partially successful, and inappropriate compensation (both financial and non-financial) are all significant typical problems in the high work industry. HRM practises are defined as the actions taken by organisations to raise the skills, strengths, productivity, and contentment of their workforce. The effectiveness of employees is positively impacted by human resource management practises.

## **1.3 Training and Development (T&D)**

Organisations, managers, and employees are encouraged to create and add to their expertise through training and development (T&D). Additionally, it aids in the workforce's ability to do its tasks with competence. T&D assists organisations in equipping their workforce with the information, attitude, and abilities needed to successfully accomplish organisational objectives.

Training makes sure a person performs to the criteria necessary to use a specific technology. This aids the individuals in developing new abilities and upholding moral character. This approach aids in maintaining the employees' conduct while also enhancing their performance.

T&D are thought to have an impact on a person's productivity and effectiveness. Additionally, it enables a person to develop their skills and expertise. Additionally, it helps the staff members address their unmet needs, improving their ability to operate effectively for the organisation. Additionally, several research indicate a favourable connection between T&D and job happiness. The results also imply that those who train others (trainers) think they are capable of developing their skills.

### **Benefits**

Enhancing and understanding awareness, abilities, and attitudes relating to work is the main objective of training. It is a potent conciliator of motivation that can benefit people and organisations in the short and long terms. Training has a wide range of benefits.

Among the benefits that are most frequently researched are:

Employees who have undergone training have improved their encouragement and trust.

Lower production costs - training lowers risks by enabling skilled employees to use resources and equipment more effectively, minimising and lowering waste.

Lower staff turnover - Being prepared fosters a climate of confidence at work, which reduces absenteeism and employee turnover.

Change management – By increasing staff engagement and understanding of the procedure and also equipping them with the knowledge and abilities they need to adapt to shifting circumstances, training helps with the management of change.

Offer opportunities for increasing responsibility, higher compensation, and promotions.

Aid in boosting worker efficiency and availability.

### **1.4 Employee Performance (EP)**

Employee performance and HRP are related. HRM should evaluate employees' requirements and make an effort to help them improve their work, which will improve their outcomes. Employee attitudes about HRP have an impact on how well the organisation and its employees perform. Therefore, we can conclude that HRP has an impact on employee performance.

A comparative study on small businesses indicated that an active HRM strategy has a noticeable impact on employees' performance. Research currently available shows that a specialist advances the amount of their dedication to the work, and it may be used as a factor to lengthen engagement. One of the unique and important effects of labour management that determines an organization's success is employee performance. The effectiveness of employees enables the continued existence and expansion of organisations.

Employee performance is essentially the outcome that experts attain outside of the workplace, which supports organisational processes by focusing on expected outcomes. A few different kinds of employee performance studies are conducted in the developed economy, however they are incredibly limited when applied to underdeveloped economies.

### **1.5 Employee/Job Satisfaction**

Employee satisfaction is tied to how each employee personally evaluates the company in light of the aspects that most impress them. It can be described as an enthusiastic, upbeat reaction to the evaluation of a work or particular passages within a work. It is a crucial aspect of the working environment and is connected to improved performance and growing loyalty to the company.

One of the main work environments that attracts a lot of employees and keeps them there for a long time is the component of staff satisfaction.

Since the number of employees is increasing, providing for their requirements, and supporting them appropriately are essential since dissatisfied employees can cause an organisation decline within the commercial centre and may affect their benefit.

It may convince the professionals to quit their current position in favour of a better opportunity elsewhere. The significant effect on employees' physical and emotional well-being and preventing it from resulting in a few odd organisational behaviours, such as turnover, conflict, absences, and a lack of relationships with other representatives. Additionally, the gap in this analysis is that the effects of HRP, such as planning and improvement, and representative execution, on staff job satisfaction were not given any financial consideration.

The kind and quantity of staff training needed varies from firm to company,

depending on the industry, entry into a new market, introduction of new technology, launch of a new good or service, etc. Let's have a look at how it can be done. Appropriate training activities targeted at staff ability gaps will surely improve their performance.

Training programmes can broaden and strengthen an employee's essential skill set, enabling them to do duties independently and with minimal oversight from others.

Many employees are not up to date on industry advances and are unable to pick up new skills quickly enough to stay competitive. Human resources specialists contend that organisations should monitor specific employees and encourage them to pursue training in relevant abilities in order to reduce errors brought on by a failure to regularly update one's knowledge.

A better educated employee is less likely to make mistakes on the job, according to HR consulting firms that provide various training and development services to help organisations handle their employee performance issues. Key competency-skilled employees are more self-assured and produce better work, which contributes to job satisfaction. Employees are content with the career advice they are receiving from the company, and they feel morally obligated to do even more and add value to the company through their services, which eventually leads to better results.

Workplace satisfaction increases productivity and benefits the business by lowering turnover and absenteeism. When workers are happy in their jobs, they take time off or quit their jobs.

Businesses must understand that the calibre of their human capital decides whether they succeed or fail. Therefore, it is essential for any business to finance and conduct efficient training and development initiatives.

## **1.6 Training and Development Methods**

All human resource development programmes are designed to enhance a person's effectiveness in his or her present function, teach new skills for a possible career or position, and promote overall development for both individuals and organisations in order to help an organisation achieve its short- and long-term goals.

Businesses essentially have two options for how they can educate and develop the skills of their personnel.

Employees are given off-the-job training while they are away from their usual workplaces, with the trajectory receiving zero attention.

Employees of organisations receive on-the-job training while performing their regular duties at the same workplaces.

On-the-job training includes things like coaching and mentoring as well as job rotations and changes. Examples of off-the-job training include workshops, role acting, and a number of others, which are described below. As part of on-the-job training, more knowledgeable individuals or trainers may provide instruction or coaching at a desk or a bench.

The target group for training can be an individual employee, a group, a team, a department, or the entire organisation, depending on the organization's policy, priorities, resources, and needs at the time. Different organisations are encouraged to use different training strategies for a variety of reasons.

#### Job rotation and transfers

In order to advance their knowledge inside the organisation, employees are transferred from one official obligation to another, such as taking on a higher rank position within the organisation or moving from one division to another. In the event of transfers, employees may be transferred from one country to another. Employees will become familiar with the organization's varied procedures as well as the changes that result from these rotations and transfers in the various nations where the corporation conducts business. The knowledge the personnel selected for this method acquire is valuable to the business because it could strengthen its competitive advantage.

#### Coaching and/or mentoring

This entails having more experienced employees mentor less experienced ones. It is thought that coaching has several benefits for fostering relationships and promoting responsibility. In the firm, it is usual procedure to pair newly hired graduates with a mentor, who may be one of their first supervisors or another senior management.

The fact that the majority of the organization's freshly hired employees are the target

of this training and development strategy does not mean that older employees are exempt from it.

### Orientation

This is another method of instruction and improvement. This involves introducing and educating new hires about their new position inside a corporation. They are introduced to a range of tasks during this phase, including the fundamentals of their new positions, how to do their assigned tasks and obligations, and what the business generally expects of its employees.

They are also given a basic overview of the organisational setting at work, which includes details on working structures, technology, and office layout, in addition to information on the current organisational culture, safety and security issues, working conditions, processes, and procedures.

### Conferences

It involves a number of persons presenting presentations to a sizable audience as part of the training and development process. Since several employees receive training on the same subject at once, it is more cost-effective.

On the other hand, this method has disadvantages in that it is challenging to ensure that every trainee understands the subject at hand, not all trainees follow along during training sessions at the same rate, and attention can be focused on particular trainees who appear to understand more quickly than others, leading to undertraining of others.

### Role playing

Include tactics for learning and growing that are intended to record and show decision-making instances to the trainee. To put it another way, the strategy enables employees to simulate different work situations. It comprises bringing up issues and concepts for debate in a collective setting, such as an organisation. The information provided to trainees includes, among other things, job descriptions, concerns, objectives, obligations, and feelings. The trainees are then required to perform their duties. The trainees are then required to perform their duties. This method works better when applied in a low-stress or no-stress environment to facilitate learning. It is a very helpful training tool for a number of professions, including those in management, support, sales, and customer care.

### Formal training courses and development programmes

The strategies utilised to enhance the abilities required inside an organisation vary. These courses and programmes often include a number of clearly defined and understood programmes, with the company and the staff members who will be trained both having access to the contents, durations, and other essential information.

In contrast to informal training and programmes, formal training and programmes can be arranged for in advance and evaluated. Employees may enrol in these courses and programmes while on a predetermined leave of absence from work or while working a part-time schedule. These programmes may be held internally (on-site) or outside (off-site).

Off-the-job training is regarded to be more effective because employees can focus entirely on it when they are not at work. Depending on the information needed, the organisational structure, and the policies, trainers may come from within or outside the organisation.

### Ways to Evaluate an Employee's Performance

#### 1. Execution level

In the end, nothing is more crucial than execution. There is always a way to prioritise the tasks, come up with creative solutions, and carry them out until everything is finished. People are more likely to perform tasks well if they love doing them.

#### 2. Work of high quality

The most important piece of information is the calibre of work that employees create. This is assessed by regularly analysing client deliverables, their involvement in client activities, the stability of production changes/platform, best practises, and client feedback.

### 3. Creativity level

Creativity is one of the most important aspects to take into account when assessing employee performance. How many times did the employee offer a novel solution to a problem and question fundamental presumptions? Were they able to make unconventional decisions and take risks on their own? By tracking instances of innovative, informed risk-taking, we can recognise and honour great performers in meaningful ways.

### 4. The amount of progress that has been made on a regular basis

The most gratifying traits are those that strive for improvement. Consistent development across the board is the most important criterion to consider when evaluating performance.

However, every employee has the potential to get better every day, month, quarter, and year. No employee can actually excel at every rating point on our quarterly review form. The desire and effort to improve are wonderful traits.

### 5. Feedback from clients and peers

Positive client feedback can help the person and his performance very effectively. Keep in mind that the client could be a company employee who collaborates with, supervises, or supports this worker.

### 6. Revenue derived from salary

Each employee's monthly income demonstrates overall performance. It's the continuous motivating factor to commit to your job.

### 7. Feedback responsiveness

If an employee is doing improperly, we don't want to hear any reasons or justifications for their actions.

Nobody wants their employee to respond to critiques in a cold, cruel way. An ideal employee will take suggestions seriously and listen to them, making sure that he understands the reasoning behind any requests for him to alter his behaviour or engage in a two-way discussion about what works and what doesn't.



#### 8. The ability to take charge

A useful asset is a worker who takes ownership of assigned duties and is capable of carrying them out.

This is especially important for startups since employees that take initiative may accelerate your growth by removing roadblocks and bottlenecks.

#### 9. Task completion rate (percentage of jobs done on time)

When assessing an employee's performance, look at their completion rate.

Each team member is in charge of maintaining an accurate work list that they may use to monitor their outputs and development.

When assessing an employee's performance, look at how quickly they complete tasks and the calibre of their work to make sure they are focusing on tasks that support the expansion of the business.

#### 10. Being on time and on budget

Monitoring each project's progress to determine whether it is on schedule and within budget. The budget takes the time of the person in charge into account.

## **1.7 COMPANY PROFILE**

### **COMPANY – Bharat Electronics Limited**

#### **About Bharat Electronics Limited**

Bharat Electronics Limited (BEL), the leading electronics manufacturer in India and the first defence PSU to receive operational "Navratna" status, announced a record-breaking dividend of 50% for the 2001–2002 fiscal year. BEL recorded its largest turnover of 3960 cores in 2006–07, with profit tax exceeding 612 cores, during a year when the overall economy was weak.

#### **Introduction Of BEL**

India had many obligations following its independence, ranging from basic necessities to telecom and defence equipment, thus after adopting its constitution in 1950, the government was gripped with the idea of building the basis for a powerful, independent Modern India. On the 1952 industrial announcement. Public Sector Enterprise (PSE) was suggested since it was acknowledged that certain essential sectors' infrastructure facilities required significant investments that the private sector could not afford. Bharat Electronics Limited, an Indian professional electronics business, was established under this Industrial Policy Resolution (IPR).

BEL was founded in 1954 as a public sector enterprise under the Ministry of Defense's administrative authority as the main production and distribution hub for electronics parts and tools. The requirements for cutting-edge professional electronic equipment for the military, broadcasting, civil defence, and telecommunications, as well as the component requirements of the entertainment and medical X-ray industries, have been met by BEL, an organisation with a notable history of ground-breaking accomplishments. BEL has developed into a multi-product, multi-unit, and technology-driven firm over the years, and it has a proven track record as a PSU that generates profits.

BEL was established to satisfy the expanding demand for electronic systems from the Indian Defence services. BEL has advanced in producing cutting-edge products in the field of Defence Electronics such Communications including encryption, Radars, and vital components by utilising the best engineering skills the nation has to offer.

Over time, BEL has expanded to serve the needs of civilian clients as well, offering complete network solutions and products to clients in India and overseas. Its engineers have transformed it into a top-tier firm through their R&D efforts. The business is in a unique position in India since it has worked with every generation of electronic component and apparatus. The company's equipment designs have travelled a long way from an HF receiver developed in partnership with T-CSF of France to a hybrid solid-state discrete component to cutting-edge integrated circuit technology. The company also created its own electron valve production facility in the component market. The production of germanium and silicon devices led to the development of semiconductors, which was followed by the production of integrated circuits. Its production and product assurance facilities have undergone significant transformation to keep up with component and equipment developments. The production department has CNC machines and a mass manufacturing facility, and multi-dimensional profile measurement machines are used for quality control checks. The design groups have access to CADD facilities. There are automated testing devices, environmental labs that check for extreme weather, and other operational circumstances. These facilities have all been built to adhere to the exacting standards of MIL grade systems.

In addition to producing and supplying a wide range of goods, BEL also provides a range of services, including advice on telecom and radar systems, contract manufacturing, calibration of test and measurement equipment, etc. In accordance with the National Airport Authority's plan for airport modernization, the business is currently installing MSSR radar at significant airports (NAA).

By incorporating innovations from more than 50 top firms worldwide and DRDO labs for a variety of products, BEL has nurtured and developed a strong in-house R&D basis. In R&D, a group of about 800 engineers is employed. Each unit has a separate R&D division that introduces new goods to the manufacturing process. CRL, located in Bangalore and Ghaziabad, is an independent organisation that carries out modern design work on cutting-edge and futuristic technologies. BEL designs over 70% of its own goods.

BEL was one of the first Indian businesses to produce computer hardware in the 1970s thanks to a partnership with International Computers India Limited (ICIL). Under the agreement with ICIL, BEL built a small number of 1901 systems. BEL, however, was unable to move through with its plans for computer manufacturing as a result of the government's decision to limit computer manufacturing to ECIL. Since a lot of its machinery was microprocessor-based, the company kept creating hardware and software for computer-based applications. In the areas of productivity, quality, safety, and import substitution, BEL has won numerous national and international accolades.

BEL has received numerous accolades on a national and international level for standards compliance, productivity, quality, and safety, among other things. The Business Standard's special supplement "The BS 1000 (1997-98)" ranks BEL first in the electronics industry and 46th overall among the top 1000 corporate and public sector organisations in India. In addition, this company is ranked seventh out of the top 100 public and private businesses in 2002, according to "electronic for u." BEL was ranked third among Mini Ratnas (category II) by the Government of India, 49th among the top 100 electronic companies in Asia by Electronic Business Asia, and among the top 100 defence companies in the world by Defence News, USA. The Finance Minister granted Bharat Electronics Limited (BEL) "Navratna" status in 2007.

### **Vision**

To be a premier professional electronics company.

### **Mission**

Through quality, technology, and innovation, to become a customer-focused, internationally competitive corporation in professional electronics for defence and other selected applications.

### **Core Values**

- Putting customers first.
- Working with transparency, honesty & integrity.

## **1.8 Objectives of BEL**

- Being an organisation focused on customers which offers state-of-the-art goods and services at competitive prices yet upholds high standards for quality, delivery, and service.
- To develop resources on-site for prosperous growth.
- By collaborating with academic institutions, defense/research labs, and internal R&D, to become a global leader in the field of military electronics.
- To encourage exports.
- To provide an environment where people can learn collaboratively and to the fullest extent possible.
- To give customers value for their money while generating profits for shareholders.
- To consistently assess a company's performance against standards of the highest calibre.
- To raise marketing expertise at a global level.
- To work towards indigenization as a way to achieve independence.

## CHAPTER-2 LITERATURE REVIEW

Rana, T., & Kundu, S. C. (2021)

This study was done to see how training and development programmes affected job satisfaction and employee happiness. It was carried out for international partners working in India, including American, Japanese, Chinese, European, and South Korean firms. Data for this study came from 700 participants, of which 200 were overseas collaborators. Multiple regression and standard deviations were used to analyse the data. To examine accuracy and dependability of the information, Both an exploratory and a confirmatory factor analysis were carried out.

The findings indicated that t&d have a good and significant impact on job and employee satisfaction in Indian enterprises as well as in foreign partners. In the conclusion, recommendations were made for maintaining employee job satisfaction with the aid of training and development programmes.

Anwar, G., & Shukur, I. (2015)

The goal of the study was to see how t&d initiatives affected both employee and job satisfaction in Erbil's private banks. It is crucial to invest in employees' t&d because it increases their productivity. The survey was carried out in Erbil's private banks. Quantitative analysis was performed to evaluate the study and data. 90 respondents participated in this study. The first portion of the research hypothesis said that training has a favourable effect on job satisfaction in Erbil's private banks, and the second research hypothesis indicated that development will also have a positive effect. Following the investigation, it was discovered that training enhances job satisfaction.

Arwab, M., Ansari, J., Azhar, M., & Ali, M. (2022)

This study sought to recognize the many characteristics of t&d programmes' effects on workers' job satisfaction. In this, a model reflecting the connection between t&d initiatives and employee satisfaction was created. 150 employees were the sample used in this investigation.

Additionally, the claimed association was validated using equation modelling. This was accomplished by analysing the responses provided by the travel agency

employees. Employee satisfaction and training and development are closely related. On the basis of the dimensions employed in this study, it can be used by managers to enhance employee performance. Employee satisfaction and training and development are associated in the study, according to both empirical and conceptual evidence.

Okechukwu, W. (2017)

The impact of t&d on employee satisfaction among school of technology management and logistics workers was examined in this article. Its objective was to determine how employee performance and training and development initiatives affect work satisfaction. The information was gathered from 81 employees. For primary research, a quantitative analytic method was employed. The degree of employee satisfaction with training and development programmes was evaluated using a seven-point Likert scale. The data that was collected has been examined using SPSS. The results showed that training and development, employee performance, and employee happiness are all positively correlated. Employee productivity, t&d, and enjoyment are all connected. It also shown how training, development, and employee success are beneficial to both the organisation and the success of the employees.

Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016)

Staff performance is influenced by two important factors: job satisfaction and staff training and development. In this study, it is examined how t&d affect employee performance as determined by job satisfaction. Employees at Telecom companies in Abbottabad, Haripur, and Mansehra were sent a total of 115 questionnaires; 105 of them were returned. To get the data, a convenience sampling strategy was employed. There were 91% of respondents. The results showed that employee performance is positively impacted by job satisfaction, training, and growth. As a result of training and development, workers will be more satisfied with their tasks and perform them with a high level of responsibility and quality.

The outcome provided strong evidence for the relationship between employee development and performance. The researchers might conduct this study on a larger size to emphasise the significance of training and development even though it was not done on a huge scale. The results imply that when abilities are enhanced by

T&D programmes, performance improves, and employees are happier when they receive enough training. Raising awareness of the advantages of training and development among employees and management will help close the knowledge and skill gap between employees and the competences required to perform successfully and efficiently.

Paposa, K. K., & Kumar, Y. M. (2019)

The study's goal is to ascertain the relationship between t&d programmes and employee job satisfaction.. The study's focus was on academic staff members at technical schools in Nagpur, Maharashtra, India. To represent the universe, a total of 360 instructors were recruited. The study was conducted utilising a confirmatory framework to investigate the causal link between the study variables.

The study discovered a link between t&d practises and faculty members' job satisfaction. The study has management implications for technical educational institutions in addition to offering empirical support for the importance of t&d practises. To ensure that the proper t&d practises are put in place and an atmosphere for learning in the workplace is created, educational institutions should specifically conduct an accurate training need analysis. This will increase employee job satisfaction through appropriate t&d practises.

Al-Kassem, A. H. (2014)

Training and development refers to imparting specific knowledge and skills to an individual. Its learning opportunities concentrate on planning, designing, carrying out, and evaluating training programmes in an effort to make the business stand out from the competitors. According to academics and experts, a company's ability to succeed, whether in the public or private sectors, is greatly influenced by the value of its people resources. Studies, articles, and figures show that the amount of money paid spending on training and development is rising as more businesses see its benefit. Despite the fact that the need for training is acknowledged, staff t&d has turned out to be a waste of time and money. Because of this, the goal of this paper is to determine whether employee t&d has a significant impact on organisational effectiveness and to emphasise the need for businesses to concentrate on doing so in order to achieve job satisfaction. Finally, keeping relevant expertise is frequently regarded as a desirable management practise both now and in the future, despite the



fact that the expense of various t&d programmes is continuing to rise.

Rama Devi, V., & Shaik, N. (2012)

In a market where there is intense competition, human capital is a vital asset for firms. The purpose of training and development allows human capital to use their dexterity. A thorough training course is a means of enhancing employees' skills and enabling them to work more effectively.

T&d are useful to the organisation and the employees in terms of their performance. Human capital makes the difference between a decent business and a great one. Many people are convinced that significant investments in staff training and development are required since human capital has long been considered as an organization's most important asset.

A effective training programme includes training that satisfies training requirements and aligns with training goals. Research in the Training and Development function has produced many results. Over the past ten years, training evaluation has been the subject of numerous studies. Based on a review of the research, this article discusses the value of t&d, employee perceptions of training effectiveness, training evaluation, and training efficacy. Finally, it suggests a novel paradigm for evaluating the effectiveness of training.

Nda, M. M., & Fard, R. Y. (2013)

The word "training" has become a catchphrase in today's competitive, lightning-fast business. An organization's human resources distinguishes itself from a strong one. T&d of human resources done well benefits firms today and in the future. This paper presents a review of the literature on the impact of t&d on worker productivity.

Due to organisational, technical, and social dynamics, it is important to adapt to continual skill and knowledge development as employees frequently become absolutes. Therefore, if businesses want to optimise their return on investment, they must manage training and development efforts well. But in the face of fierce and aggressive competition, an organization's most valuable resource is its human capital. T&d can make it easier to investigate human dexterity. As a result, employee development and training are crucial to their productivity.

Not only can training and development increase employee productivity, but it also increases business productivity. It has been said that the secret to long-term organisational success is employee development. Businesses need employees who can swiftly adapt to a constantly shifting global market.

Businesses must invest in continual employee training and development if they want to retain staff and succeed. In the twenty-first century, businesses will succeed if they can pick up new skills and adjust to changes more quickly than their rivals. Employee development increases their initiative, quality of work, and commitment to achieving the goals and objectives of the organisation, which increases their effectiveness.

Jehanzeb, K., & Bashir, N. A. (2013)

A conceptual examination of staff t&d courses and their advantages is what this work aims to do. In this paper, the structure and components of a t&d programme for employees will be investigated, and the study's positive outcomes for both people and businesses will be discussed. To remain competitive in the current global economy is difficult for firms. Programmes for employee growth are becoming very important for companies trying to achieve a competitive edge. The performance of the company's employees, who are a significant resource, decides whether it succeeds or fails. As a result, companies are investing heavily in the growth and training of their employees. Additionally, it is advantageous for firms to emphasise in training programmes the knowledge, competence, and competencies of employees. Professionals and scholars have a contentious argument over how development plans affect both employees and organisations. The study presented here is a thorough review of the literature on the foundations of staff development initiatives and their benefits for both individuals and organisations.

As a starting point for this study, the hypothesis is that training provides major advantages for both individuals and businesses. Current research indicates that these advantages vary based on organisational and individual performance. To better understand the advantages of t&d, it utilised several levels and disciplinary viewpoints of staff development programmes. It also covered ways to enhance training's advantages for our research. Paying special attention to training delivery, design, and transfer is one of these traits.

Research on the topic revealed that organisations can benefit greatly from adopting employee development programmes. If businesses have a thorough programme in place for their employees' training and development, they will benefit from the market and remain competitive. An organised, effective development programme with auxiliary tools will substantially help businesses keep their most valued human resources, especially those with extensive company experience. If firms are able to assist all employees in meeting their needs, both individuals and organisations will benefit over time. Businesses must regularly evaluate the success of employee development and training programmes.

## **CHAPTER-3 RESEARCH METHODOLOGY**

### **TITLE**

Effectiveness of Training and Development Programs in Bharat Electronics Limited.

### **NEED FOR THE STUDY**

Numerous training initiatives fall short of providing the anticipated organisational benefits. A well-structured programme in place can assist us in identifying the issue.

### **STATEMENT OF THE PROBLEM**

The business makes significant financial investments in its training initiatives. Therefore, it is very important to measure the success of training programmes. The efficiency of training programmes and their role in organisational development will be clarified by this study.

### **OBJECTIVES OF THE STUDY**

- 1 To find out the effectiveness of Training and Development programs in Bharat Electronics Limited.
- 2 To analyse the impact of Training and Development Programs on Employee Performance.
- 3 To understand the impact of T&D from perspective of employee.

**Dependent Variable:** Impact of Programs

**Independent Variable:** Training and Development Programs

### **METHODOLOGY**

Based on the survey approach used for the research, it will be a descriptive study. Primary and secondary data are both necessary for this investigation. Primary data will be used in great detail. For the subjects, a well-structured questionnaire will be created.

## **SOURCES OF DATA**

Primary Data: Primary data will be gathered by survey using specially developed, structured questionnaires.

Secondary Data: The secondary data will be collected from various books and the internet.

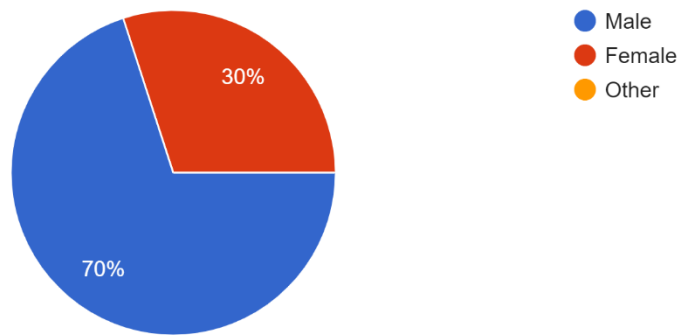
## CHAPTER-4

### ANALYSIS, INTERPRETATION AND FINDINGS

#### ANALYSIS

Figure 1.1

Gender  
50 responses



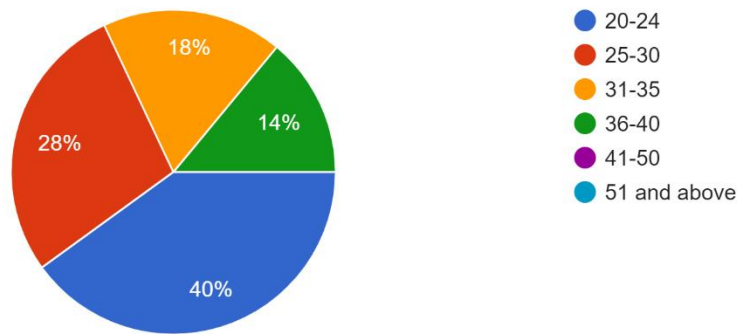
Source: Own Creation

#### INTERPRETATION:

Out of 50 respondents, 30% of the respondents were female employees and 70% of them are Male employees

Figure 1.2

Age Group  
50 responses



Source: Own Creation

**INTERPRETATION:**

Out of 50 respondents,

40% of the respondents were of the age group 20-24 years

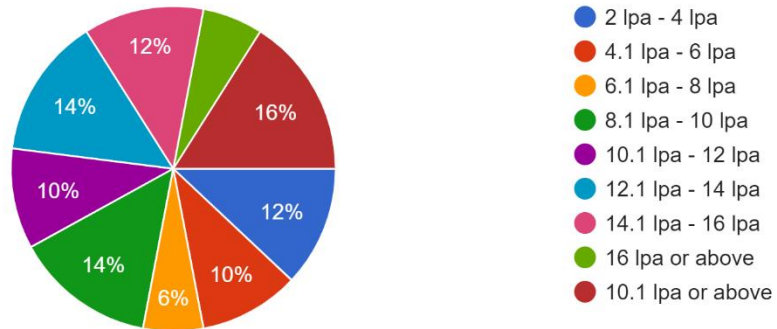
28% of the respondents were of the age group 25-30 years

18% of the respondents were of the age group 31-35 years

14% of the respondents were of the age group 36-40 years

Figure 1.3

Income Level  
50 responses



Source: Own Creation

INTERPRETATION:

Out of 50 respondents,

12% of the respondents earn between 2lpa-4lpa

10% of the respondents earn between 4.1lpa-6lpa

6% of the respondents earn between 6.1lpa-8lpa

14% of the respondents earn between 8.1lpa-10lpa

10% of the respondents earn between 10.1lpa-12lpa

14% of the respondents earn between 12.1lpa-14lpa

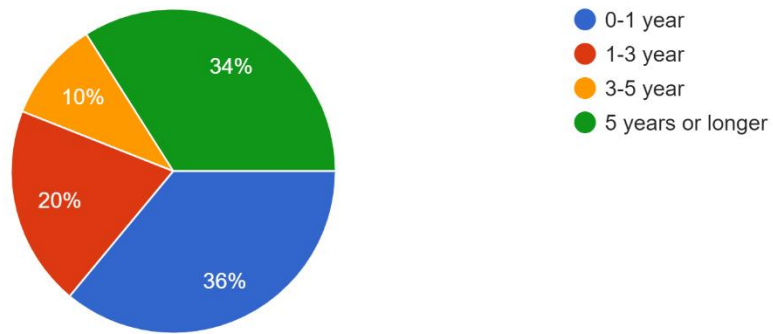
12% of the respondents earn between 14.1lpa-16lpa

6% of the respondents earn between 16lpa or above



### How long have you been associated with BEL?

50 responses



Source: Own Creation

#### INTERPRETATION:

Out of 50 respondents,

36% of the respondents have been associated with BEL for 0-1 years

20% of the respondents have been associated with BEL for 1-3 years

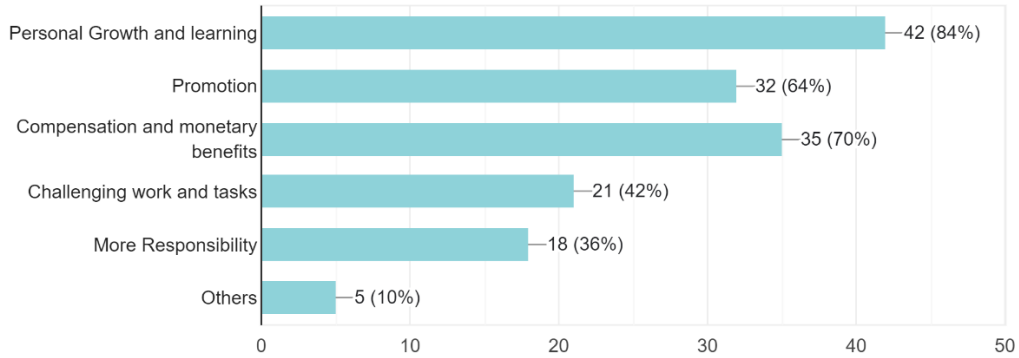
10% of the respondents have been associated with BEL for 3-5 years

34% of the respondents have been associated with BEL for more than 5 years

Figure 1.5

Important rewards for you in work includes:

50 responses



Source: Own Creation

**INTERPRETATION:**

For reward factors

Personal growth and learning got the highest score i.e 84% of the respondents

Compensation and monetary benefits is important for 70% of the respondents

Promotion is important for 64% of the respondents.

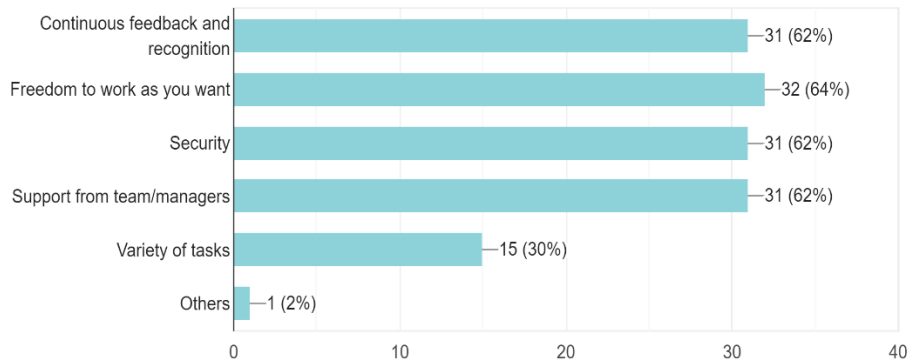
Challenging work and tasks is important for 42% of the respondents

More responsibility is important for 36% of the respondents

Figure 1.6

An appealing job for you includes:

50 responses



Source: Own Creation

**INTERPRETATION:**

Freedom to work as you want is important for 64% of the respondents.

Security want is important for 62% of the respondents.

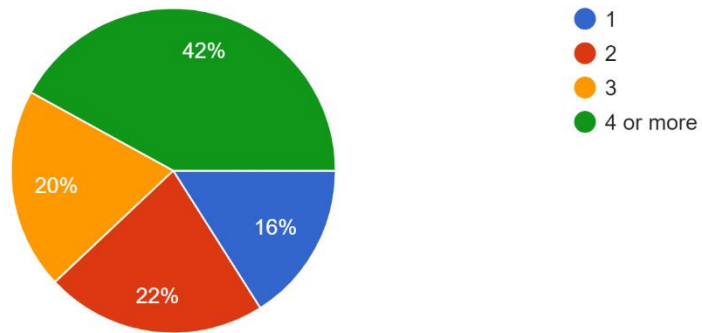
Variety of tasks want is important for 30% of the respondents.

Continuous feedback and recognition want is important for 62% of the respondents.

Support from team/managers want is important for 62% of the respondents.

Figure 1.7

How many training and development programs have you attended?  
50 responses



Source: Own Creation

**INTERPRETATION:**

Out of 50 respondents,

16% of the respondents have attended 1 training and development session.

22% of the respondents have attended 2 training and development session.

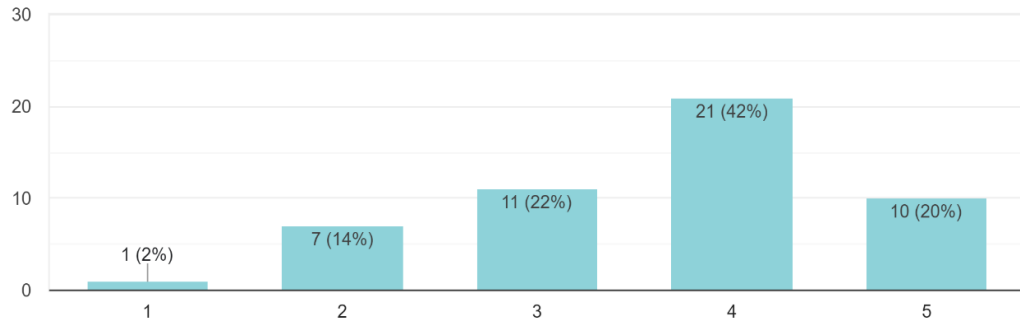
20% of the respondents have attended 3 training and development session.

42% of the respondents have attended 4 and more sessions.

Figure 1.8

On a scale of 1 to 5, 5 being the highest, to what degree do you think that Training and development has a substantial impact on your performance?

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

20% employees feel that t&d programs have very high impact on their performance.

42% employees feel that t&d programs have high impact on their performance.

22% employees feel that t&d programs have moderate impact on their performance.

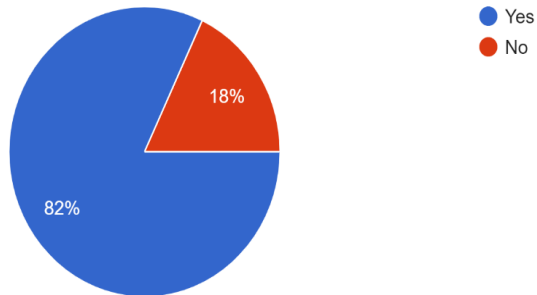
14% employees feel that t&d programs have low impact on their performance.

2% employees feel that t&d programs have no impact on their performance.

Figure 1.9

Are you provided with regular Training and Development sessions with the aim of keeping you updated with the roles in the company?

50 responses



Source: Own Creation

**INTERPRETATION:**

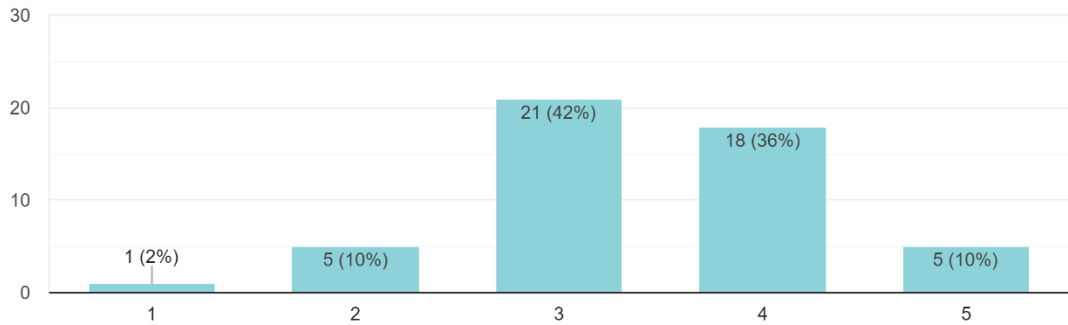
Out of 50 respondents,

82% of the respondents feel that they are provided t&d sessions to keep them updated with the roles in the company.

18% of the respondents feel that they are provided t&d sessions with no aim to keep them updated with the roles in the company.

Figure 1.10

On the scale of 1 to 5, 5 being the highest, rate the outcome of training and development program.  
50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

10% employees feel that training and development programs have very high outcome/results.

36% employees feel that training and development programs have high outcome/results.

42% employees feel that training and development programs have moderate outcome/results.

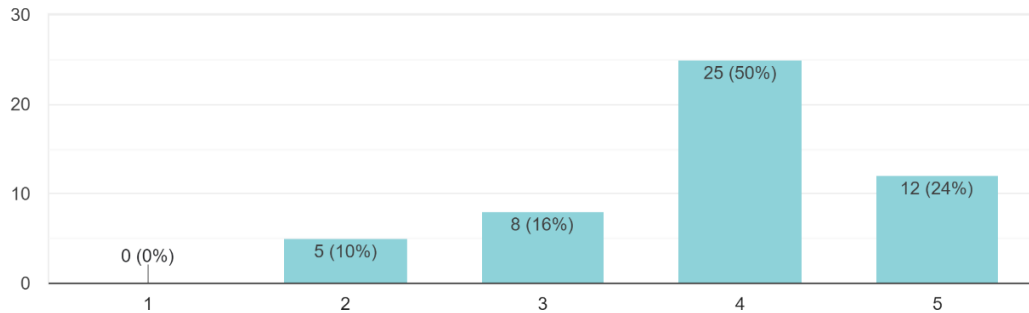
10% employees feel that training and development programs have low outcome/results.

2% employees feel that training and development programs have no outcome/results.

Figure 1.11

On the scale of 1 to 5, 5 being the highest, how much are you able to contribute towards your job.

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

24% employees feel that they have a very high contribution towards their job.

50% employees feel that they have a high contribution towards their job.

16% employees feel that they have a moderate contribution towards their job.

10% employees feel that they have a low contribution towards their job.

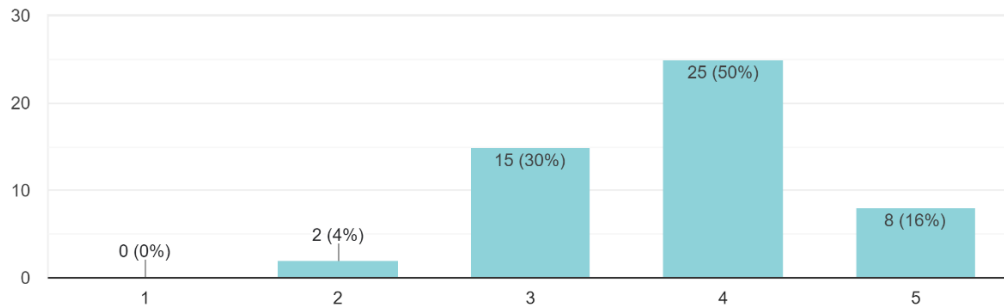
0% employees feel that they have no contribution towards their job.



Figure 1.12

On the scale of 1 to 5, 5 being the highest, how much have you been able to focus on your work after attending the training and development program.

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

16% employees feel that their focus on work is maximum after attending TnD sessions.

50% employees feel that their focus on work is high after attending TnD sessions.

30% employees feel that their focus on work is moderate after attending TnD sessions.

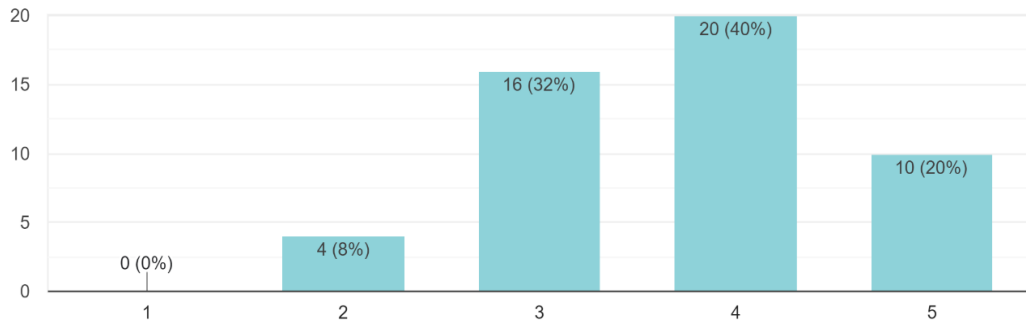
4% employees feel that their focus on work is low after attending TnD sessions.

0% employees feel that they have no focus on work after attending TnD sessions.

Figure 1.13

On the scale of 1 to 5, 5 being the highest, have you been able to manage your time in efficient manner.

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

20% employees feel that their capacity for time management is maximum after attending TnD sessions.

40% employees feel that their capacity for time management is high after attending TnD sessions.

32% employees feel that their capacity for time management is moderate after attending TnD sessions.

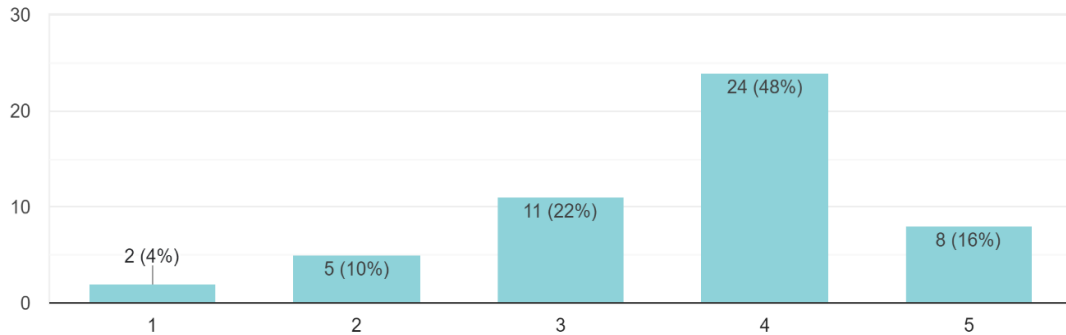
8% employees feel that their capacity for time management is low after attending TnD sessions.

0% employees feel that they have no capacity for time management after attending TnD sessions.

Figure 1.14

On the scale of 1 to 5, 5 being the highest, have you been able to find out the innovative ways/ideas for your work?

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

16% employees feel that their ability to being innovative is maximum after attending TnD sessions.

48% employees feel that their ability to being innovative is high after attending TnD sessions.

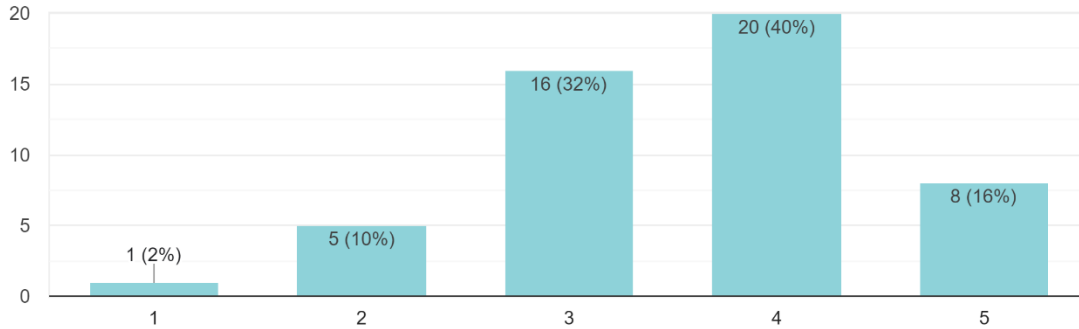
22% employees feel that their ability to being innovative is moderate after attending TnD sessions.

10% employees feel that their ability to being innovative is low after attending TnD sessions.

4% employees feel that they have no innovativeness after attending TnD sessions.

Figure 1.15

On the scale of 1 to 5, 5 being the highest, how much impact did training program have on your quality of work?  
50 responses



Source: Own Creation

**INTERPRETATION:**

On a scale of 1 to 5, out of 50 respondents

16% employees feel that T&D programs have very high impact on their quality of work.

40% employees feel that T&D programs have high impact on their quality of work.

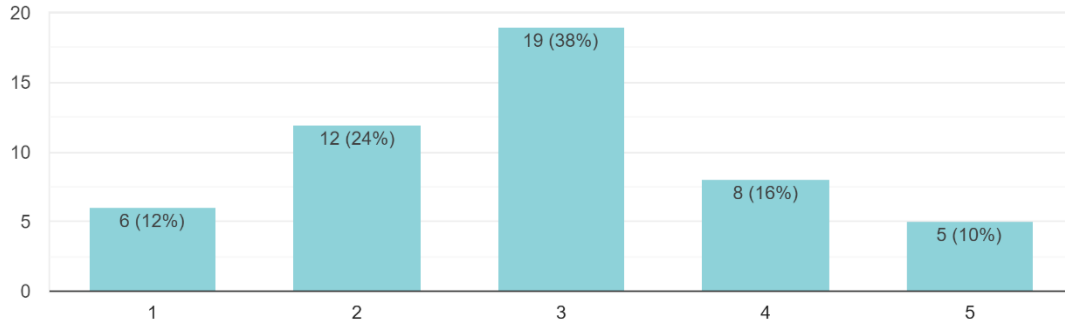
32% employees feel that T&D programs have moderate impact on their quality of work.

10% employees feel that T&D programs have low impact on their quality of work.

2% employees feel that T&D programs have no impact on their quality of work.

Figure 1.16

On the scale of 1 to 5, 5 being the highest, do you ever tend to procrastinate your work?  
50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

10% employees feel that their tendency to procrastinate work is maximum after attending TnD sessions.

16% employees feel that their tendency to procrastinate work is high even after attending TnD sessions.

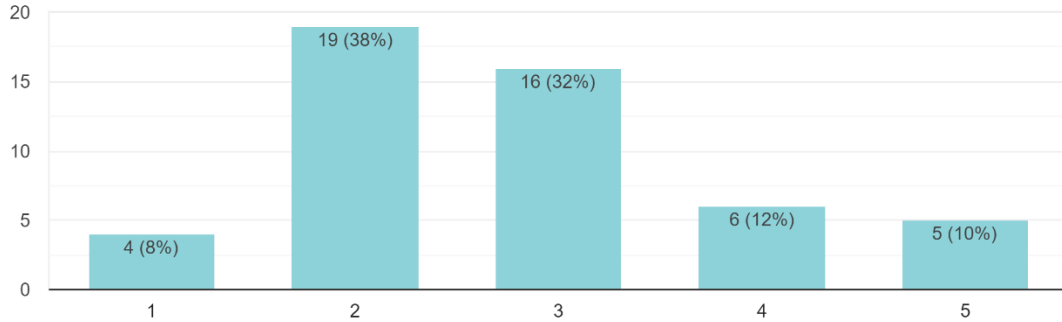
38% employees feel that their tendency to procrastinate work is moderate even after attending TnD sessions.

24% employees feel that their tendency to procrastinate work is low after attending TnD sessions.

12% employees feel that they have no tendency to procrastinate after attending TnD sessions.

Figure 1.17

On the scale of 1 to 5, 5 being the highest, do you feel the lack of interest and enthusiasm in work?  
50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

10% employees feel lack of interest and enthusiasm in work is maximum after attending TnD sessions.

12% employees feel lack of interest and enthusiasm in work is high even after attending TnD sessions.

32% employees feel lack of interest and enthusiasm in work is moderate even after attending TnD sessions.

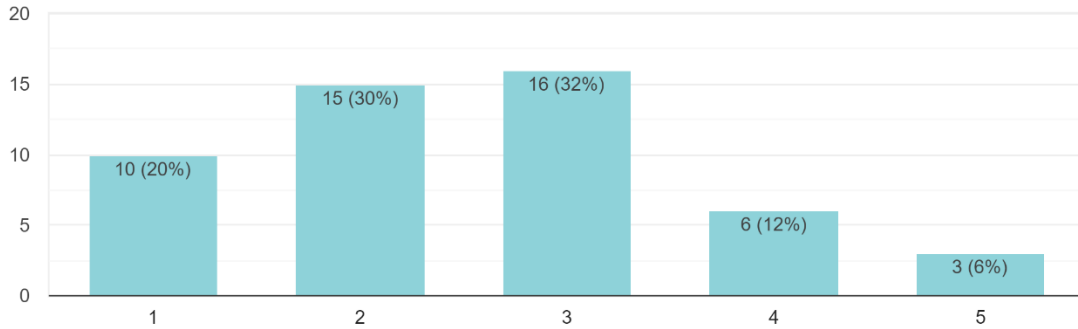
38% employees feel lack of interest and enthusiasm in work is low after attending TnD sessions.

8% employees feel that they have no lack of interest and enthusiasm in work after attending TnD sessions.

Figure 1.18

On the scale of 1 to 5, 5 being the highest, did you ever notice the declining performance in your work?

50 responses



Source: Own Creation

#### INTERPRETATION:

On a scale of 1 to 5, out of 50 respondents

6% employees feel that decline in their work performance is maximum after attending TnD sessions.

12% employees feel that decline in their work performance is high even after attending TnD sessions.

32% employees feel that decline in their work performance is moderate even after attending TnD sessions.

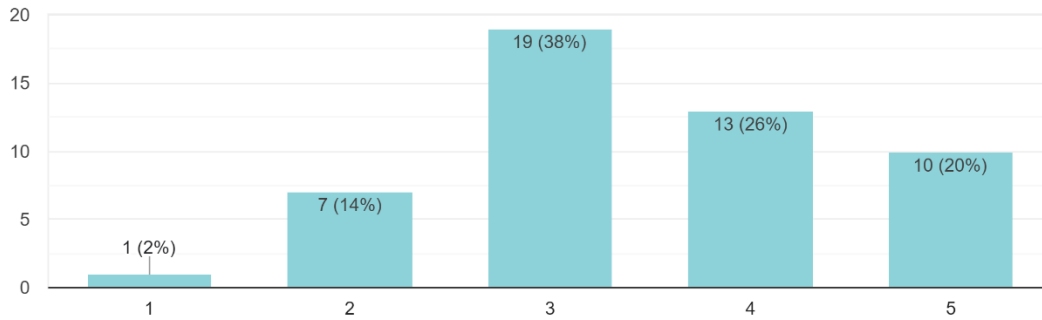
30% employees feel that decline in their work performance is low after attending TnD sessions.

20% employees feel that there is no decline in their work performance after attending TnD sessions.

Figure 1.19

On the scale of 1 to 5, 5 being the highest, did you ever feel the Lack of appreciation?

50 responses



Source: Own Creation

**INTERPRETATION:**

On a scale of 1 to 5, out of 50 respondents

20% employees feel the lack of appreciation is maximum.

26% employees feel the lack of appreciation is high.

38% employees feel the lack of appreciation is moderate.

14% employees feel the lack of appreciation is low.

2% employees feel that they there is no lack of appreciation.



## **FINDINGS**

Based on the conducted survey, we can interpret the following with respect to the effectiveness of training and development programs in BEL:

1. Demographics: Majority of the respondents were male, and most of them were in the age group of 20-24 years with an income level of 10 LPA or above. This information indicates that the sample may not be representative of the overall workforce and may skew towards younger, higher-income males.

2. Length of employment: 36% of respondents were associated with BEL for 0-1 year, and 34% had been working there for more than 5 years. This information indicates that the sample includes both new and experienced employees.

3. Importance of factors: For 84% of respondents, personal learning and growth were the most important factors, followed by compensation, promotion, challenges, and responsibility. This suggests that employees value continuous learning and development opportunities.

4. Attendance at T&D sessions: Out of 50 respondents, 42% attended 4 or more T&D sessions, while 16% attended only one session. This suggests that there is a considerable amount of interest in T&D programs among the employees.

5. Impact on performance: 20% of respondents believe that T&D programs have a very high impact on their performance, while 42% believe that T&D sessions have high impact, and only 2% of employees believe that they have no impact. This suggests that T&D programs are seen as valuable by most employees and have a positive impact on their performance.

6. Update on roles: 82% of participants feel that they are provided T&D sessions to keep them updated with the roles in their company. This suggests that the company is investing in training programs to help employees stay up-to-date with the latest developments in their roles.

7. Outcome of T&D programs: Only 10% of employees feel that T&D programs have very good results, while 36% believe that they have high results, and 2% of employees feel that they have no outcome. This suggests that while T&D programs are generally perceived to have a positive impact, there is still room for improvement.

8. Contribution towards work: 50% of employees believe that they have a high level of contribution towards their jobs, and none of them said that they have no contribution towards their jobs. This suggests that employees are generally motivated and engaged in their work.

9. Impact on quality of work: 16% of employees feel that T&D programs have a very high impact on their quality of work, and 2% said that it had no impact on the quality of work. This suggests that T&D programs can have a positive impact on the quality of work.

10. Procrastination and lack of interest: 10% of employees tend to procrastinate their work, and 10% said that they have a lack of interest and enthusiasm in their work. This suggests that some employees may need additional support or motivation to fully engage in their work.

11. Decline in work performance: Only 6% of respondents felt that there was a decline in their work performance even after attending the sessions, while 20% said that there was no decline in their performance. This suggests that T&D programs are generally not causing a decline in performance.

12. Appreciation of work: 20% of respondents feel the lack of appreciation of their work, while 2% felt that they are appreciated for what they do. This suggests that the company may need to improve its employee recognition and appreciation programs.

## **SUGGESTIONS**

Based on the survey conducted, here are some of my suggestions to increase the effectiveness of training and development programs in BEL:

1. **Gender Balance:** Since the majority of respondents were male, it is important to encourage more female participation in training and development programs. Consider implementing initiatives to attract and engage female employees, such as targeted communication, mentorship programs, or networking opportunities.
2. **Age Diversity:** While the majority of respondents are in the 20-24 age group, it is crucial to ensure training and development programs cater to the needs of employees across different age groups. Customize the programs to address the specific learning preferences and career aspirations of employees in different age ranges.
3. **Tailor Training to Income Levels:** Since most respondents have an income level of 10lpa or above, the training and development programs should align with their career goals and professional growth opportunities. Consider incorporating advanced or specialized training modules that can help employees in higher income brackets further enhance their skills and knowledge.
4. **Employee Tenure:** Recognize the differing needs of employees based on their tenure with the company. Develop training programs that cater to both new employees (0-1 year) and those with more experience (5+ years) to provide relevant learning opportunities at each stage of their careers.
5. **Emphasize Personal Growth:** Given that personal learning and growth is the most important factor for respondents, emphasize this aspect in training and development programs. Incorporate activities that foster personal development, such as self-assessment, goal setting, and opportunities for self-reflection.
6. **Job Appeal Factors:** Acknowledge the job appeal factors identified by employees, such as feedback and recognition, security, and freedom to work. Integrate these

elements into the training and development programs, providing opportunities for employees to receive feedback, feel secure in their roles, and have autonomy in their work.

7. Increase Training Sessions: Since a significant portion of respondents have attended four or more training and development sessions, it is important to continue offering a variety of sessions to cater to different learning needs. Consider diversifying the topics and formats of the sessions to maintain engagement and provide continuous learning opportunities.

8. Highlight Impact and Results: Reinforce the positive impact of training and development programs on employee performance and quality of work. Share success stories and testimonials from employees who have experienced significant improvements after attending the sessions. This can help increase awareness and appreciation for the outcomes of the programs.

9. Address Lack of Appreciation: Given that 20% of respondents feel a lack of appreciation for their work, incorporate recognition and appreciation practices into the training and development programs. Encourage managers to provide regular feedback and recognition to employees, and consider implementing a formal recognition system to acknowledge and appreciate their contributions.

10. Combat Procrastination: Since some employees tend to procrastinate, offer training sessions specifically focused on time management and productivity improvement. Provide practical strategies and tools to help employees overcome procrastination tendencies and enhance their work efficiency.

11. Boost Interest and Enthusiasm: Address the 10% of employees who feel a lack of interest and enthusiasm in their work. Consider incorporating motivational elements into training and development programs, such as inspiring guest speakers, interactive workshops, or team-building activities, to reignite employees' passion for their work.

12. **Measure Performance Impact:** To demonstrate the effectiveness of training and development programs, implement a performance measurement system that tracks the impact of the sessions on employee performance. Regularly collect feedback and conduct evaluations to assess the direct influence of the programs on individual and team outcomes.

By implementing these suggestions, the company can enhance the effectiveness of training and development programs, promote employee engagement and growth, and ultimately improve overall organizational performance.

## CONCLUSION

Nowadays, training is a critical component of making a company profitable. On a daily basis, the majority of the company requires an acceptable training section programme. The main goal of the training is to improve employee skills, which will help the company become efficacious.

In the actual world, a wide range of factors affect organisational growth and development. In order to increase productivity and efficiency as a company expands, employee preparedness is essential. Companies are consequently better equipped to handle competition and hold onto their position at the top.

It can be intuited that T&D is a vital influence in determining an organisation's success over how they guide their employees into achieving their goals and meeting the company's expectation of them. T&D regulates all the distinction between an employee that is trained and an employeethat is untrained.

An untrained employee is more likely to cost the organization more than their wages because of the lack of direction that they may in terms of their knowledge. This might lead to a loss of retained clients which directly affects the profits of the company. Lack of training can pull down the morale of employees' because it has been seen that employee satisfaction may be directly influenced by T&D or in this case, the lack thereof.

A trained employee on the other hand is more likely to feel a sense of belongingness in the company since they have a better grasp at what the organization's expectations of them are. This ostensibly gives them encouragement to perform better. Training sessions support the employees in enhancing their skills and elevating their level of professionalism. Trained employees are less likely to

commit mistakes, repercussions of which costs the organization time, money and resources. The quality of the product or service is exalted and the satisfied employees reciprocate the organization with loyalty.

The indispensability of T&D sessions is front-lined in our observations where all three facets of T&D that is; trainer, fresher and seasoned employee reiterate the important influence T&D has over employees' performance, their job satisfaction and the productivity of the overall corporate ecosystem.

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## ANNEXURE

### Gender \*

- Male
- Female
- Other

### Age Group \*

- 20-24
- 25-30
- 31-35
- 36-40
- 41-50
- 51 and above

### Income Level \*

- 2 lpa - 4 lpa
- 4.1 lpa - 6 lpa
- 6.1 lpa - 8 lpa
- 8.1 lpa - 10 lpa
- 10.1 lpa - 12 lpa
- 12.1 lpa - 14 lpa
- 14.1 lpa - 16 lpa
- 16 lpa or above

How long have you been associated with BEL? \*

- 0-1 year
- 1-3 year
- 3-5 year
- 5 years or longer

Important rewards for you in work includes: \*

- Personal Growth and learning
- Promotion
- Compensation and monetary benefits
- Challenging work and tasks
- More Responsibility
- Others

An appealing job for you includes: \*

- Continuous feedback and recognition
- Freedom to work as you want
- Security
- Support from team/managers
- Variety of tasks
- Others

How many training and development programs have you attended? \*

- 1
- 2
- 3
- 4 or more

On a scale of 1 to 5, 5 being the highest, to what degree do you think that Training and development has a substantial impact on your performance? \*

- |               |                       |                       |                       |                       |                       |                |
|---------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
|               | 1                     | 2                     | 3                     | 4                     | 5                     |                |
| Lowest Impact | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Highest Impact |

Are you provided with regular Training and Development sessions with the aim of keeping you updated with the roles in the company? \*

- Yes
- No

On the scale of 1 to 5, 5 being the highest, rate the outcome of training and development program. \*

- |                |                       |                       |                       |                       |                       |                 |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------|
|                | 1                     | 2                     | 3                     | 4                     | 5                     |                 |
| Lowest Outcome | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Highest Outcome |

On the scale of 1 to 5, 5 being the highest, how much are you able to contribute towards your job. \*

	1	2	3	4	5	
Lowest Contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highest Contribution

On the scale of 1 to 5, 5 being the highest, how much have you been able to focus on your work after attending the training and development program. \*

	1	2	3	4	5	
Lowest Focus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highest Focus

On the scale of 1 to 5, 5 being the highest, have you been able to manage your time in efficient manner. \*

	1	2	3	4	5	
Lowest Time Efficiency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Highest Time Efficiency

On the scale of 1 to 5, 5 being the highest, have you been able to find out the innovative ways/ideas for your work? \*

	1	2	3	4	5	
Less Ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	More Ideas

On the scale of 1 to 5, 5 being the highest, how much impact did training program have on your quality of work? \*

1 2 3 4 5

Lowest Impact      Highest Impact

On the scale of 1 to 5, 5 being the highest, do you ever tend to procrastinate your work? \*

1 2 3 4 5

On the scale of 1 to 5, 5 being the highest, do you feel the lack of interest and enthusiasm in work? \*

1 2 3 4 5

On the scale of 1 to 5, 5 being the highest, did you ever notice the declining performance in your work? \*

1 2 3 4 5

Not Experienced Declining Performance      Experienced Declining Performance

On the scale of 1 to 5, 5 being the highest, did you ever feel the Lack of appreciation? \*

1 2 3 4 5

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