Training and Development- Study on Reliance Jio

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Abstract

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the on the emerging need of training and development, its implications upon individuals and the employers. Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment.
Key words: *Simulators, sensitivity, benchmark, emeritus, job rotation.*

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1. INTRODUCTION

Training And Development "Training and development refers to the imparting of specific skills, abilities and knowledge to an employee." Training and development is any attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge.

Training is concerned with imparting developing specific skills for a particular purpose. Training is the act of increasing the skills of an employee for doing a particular job. Training is the process of learning a sequence of programmed behavior. Why Employee Training and Development is required Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g.: • When a performance appraisal indicates performance improvement is needed • To "benchmark" the status of improvement so far in a performance improvement effort • As part of an overall professional development program.

2. THE NEED FOR TRAINING AND DEVELOPMENT

Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things.

The following are the two biggest factors that contribute to the increased need to training and development in organizations:

- **Change:** The word *'change'* encapsulates almost everything. It is one of the biggest factors that contribute to the need of training and development. There is in fact a direct relationship between the two. Change leads to the need for training and development and training and development leads to individual and organizational change, and the cycle goes on and on. More specifically it is the technology that is driving the need; changing the way how businesses function, compete and deliver.

- **Development:** It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self. At ford, for example, an individual can enrol himself/herself in a course on 'self awareness', which apparently seems inconsequential to ones performance at work but contributes to the spiritual well being of an individual which is all the more important.

3. TRAINING NEEDS ANALYSIS

Training needs analysis is a systematic process of understanding training requirements. It is conducted at three stages - at the level of organization, individual and the job, each of which is called as the organizational, individual and job analysis. Once these analyses are over, the results are collated to arrive upon the objectives of the training program.

Another view of the training need is that, it is the discrepancy between 'what is' and 'what should be'. Taking cues from this the world bank conducted a needs analysis and arrived upon the

conclusion that many of its units in eastern regions of Europe required transformation from state owned business to self sustaining organizations. A number of universities were then contacted to develop the necessary modules and conduct the training upon the same.

Although each step in the entire training process is unique in its own, needs analysis is special in that it lays the foundation for the kind of training required. The assessment gives insight into what kind of intervention is required, knowledge or skill or both. In certain cases where both of these are present and the performance is still missing then the problem may be motivational in nature. It thus highlights the need and the appropriate intervention which is essential to make the training effective.

The needs analysis / assessment is carried out at three levels - organizational, Individual and Job. We now take up each one of them in detail:

- **Organizational Analysis:** The organizational analysis is aimed at short listing the focus areas for training within the organization and the factors that may affect the same. Organizational mission, vision, goals, people inventories, processes, performance data are all studied. The study gives cues about the kind of learning environment required for the training. Motorola and IBM for example, conduct surveys every year keeping in view the short-term and long-term goals of the organization.

- **Job Analysis:** The job analysis of the needs assessment survey aims at understanding the what of the training development stage. The kind of intervention needed is what is decided upon in the job analysis. It is an objective assessment of the job wherein both the worker oriented - approach as well as the task - oriented approach is taken into consideration. The worker approach identifies key behaviours and ASK (Attitude, Skill and Knowledge) for a certain job and the task - oriented approach identifies the activities to be performed in a certain job. The former is useful in deciding the intervention and the latter in content development and program evaluation.

- **Individual Analysis:** As evident from the name itself, the individual analysis is concerned with who in the organization needs the training and in which particular area. Here performance is taken out from the performance appraisal data and the same is compared with the expected level or standard of performance. The individual analysis is also conducted through questionnaires, 360 feedback, personal interviews etc. Likewise, many organization use competency ratings to rate their managers; these ratings may come from their subordinates, customers, peers, bosses etc. Apart from the above mentioned organizations also make use of attitude surveys, critical Incidents and Assessment surveys to understand training needs.

4. DEVELOPMENT OF A TRAINING PROGRAM

Development of a training program is the next step after the training need analysis has been conducted and there is a clear consensus on the need of training within the organization. The next vital question to answer is whether the training should be conducted by an in house expert or from a consultant outside.

Many of the fortune 500 organizations around the world have their in house learning centers and many have even gone ahead to have their own training universities where they train people onboard and those who aspire to join in the future. Companies like Xerox, Good Year Tyres,

Kodak, Mahindra and Mahindra, Birla etc. have such setups for generating prospective employees with the requisite skills and also for training the existing employees. There are other organizations too that have tie ups with the best academic institutions for employee exchange programmes.

Nevertheless the prerequisites for development of a training program remain the same. We start with the development of a conducive learning environment, followed by a choice of the training methods and techniques.

- **Designing the Environment:** Every individual is unique. One style of learning may not be applicable to each of the participants in a training program. Therefore, 'how do various individuals learn' is what should be kept in mind while designing the training program. There are certain persons who learn the experiential way by doing and yet there are many who like the lecture based learning method. There are, however, pros and cons of both and the appropriate learning style is generally the discretion of the trainer/facilitator.

- **Establishing the Variables:** Trainability is one factor that must be taken into consideration before developing any training program. It is the duty of the trainer to ensure that the employees are actually willing to sit and learn something in the training program. This is especially very true of sensitivity training that is not viewed positively by many people. Trainability also implies that the employee is sufficiently motivated to learn apart from just the ability to do so. Before any training program sets off, it is the responsibility of the trainer to build hype about the event and such that it attracts all types of employees from target audience within the organization.

- There are both formal and informal ways of doing the same. Formal ways would be by sending mails to the employees who are supposed to attend the program. Informal ways would be just creating conditions for discussion in the cafeteria or the lounge where employees sit together, discuss and hear things on the grapevine.

- Finally, once the training program has been delivered the evaluation of the same provides inputs for improving the process of training. These are called as the 'post learning inputs'. This evaluation which is conducted at various levels may be utilized accordingly. Most of the organizations evaluate training on the basis of Kirk Patrick Model. The feedback at each level - learning, reaction, behaviour and results can be used for effective design of training in future.

- **Designing and Developing Effective Training Programs:** Training programs play a crucial role in enhancing employee's capabilities, upgrading his existing knowledge and help him acquire new skills and learning. Effective training programs help employees to cope up with changes, think out of the box, survive the cut throat competition with a smile and contribute effectively to the success of organization.

- Training programs need to be designed, keeping in mind the needs and requirements of employees. Training modules ought to be precise, crisp and informative.

- Training programs should not be designed just for the sake of it. Find out whether your employees really need any kind of training or it is being conducted just as a mere formality?

- **Designing and Developing Effective Training Modules:** Know Your Employees: Know your employees well before you begin designing training programs for them. Sit with them and try

to find out where all they need assistance. Let them come up with their problems and what all additional skills would help them perform better. It is essential for managers to know the strengths and weaknesses of all his team members. Design your training program accordingly. Knowing employees well will help you figure out the skills you need to teach them. Training programs need to be specific if you expect your employees to benefit from the same.

- **Dividing Employees into Groups:** One cannot design similar training programs for each and every employee. Divide employees into groups where employees who need to learn the same set of skills can be put into one group. You can also group employees as per their age, work experience, departments, and functional areas and so on.

- **Preparing the Information:** The next step is to prepare the content of the training program. The content needs to be informative but interesting. Include diagrams, graphs, flow charts, pictures to make your training program interesting so that individuals do not lose interest in the middle of the session. The information needs to be relevant and authentic. Teach them what all is necessary and would help them in their current as well as future assignments. Prepare your training program keeping your audience in mind.

- **Presenting the Information:** You need to design your presentation well. Decide how would you like to present your information? PowerPoint or word helps you design your training program. It is absolutely up to the trainer to decide the software which he/she would like to use. Make sure there are no spelling errors. Read your presentation twice or thrice and find out whether it has covered entire information you wish to convey or not? Highlight important information. Make your presentation in bullets.

- **Delivering Training Programs:** Select your trainers carefully. Remember, the right trainer makes all the difference. Training programs should not be a mere one way communication. As a trainer, you need to understand that you are speaking not only for the individuals sitting in the front row but also for employees sitting at the back. Be loud and clear. Do not speak too fast. The trainer needs to involve his/her audience and encourage employees to come up with questions and doubts. Employees should not attend training programs to mark their attendance. Try to gain as much as you can. Do not sit with a closed mind.

- **Training Evaluation:** Evaluation involves the assessment of the effectiveness of the training programs. This assessment is done by collecting data on whether the participants were satisfied with the deliverables of the training program, whether they learned something from the training and are able to apply those skills at their workplace. There are different tools for assessment of a training program depending upon the kind of training conducted.

5. BENEFITS OF TRAINING EVALUATION

- **Training Evaluation ensures accountability:** Training evaluation ensures that training programs comply with the competency gaps and that the deliverables are not compromised upon.

- **Check the Cost:** Evaluation ensures that the training programs are effective in improving the work quality, employee behaviour, attitude and development of new skills within the employee within a certain budget. Since globally companies are trying to cut their costs

without compromising upon the quality, evaluation just aims at achieving the same with training.

- **Feedback to the Trainer / Training:** Evaluation also acts as a feedback to the trainer or the facilitator and the entire training process. Since evaluation accesses individuals at the level of their work, it gets easier to understand the loopholes of the training and the changes required in the training methodology.

6. **INFORMATIONAL TRAINING METHODS**

(a) **Lectures:** The lecture based methodology is one of the simplest and the perhaps the oldest technique of training. It is generally used to pass on new knowledge and to present some introductory material or an ice breaker. This method is often combined with audio visual, group discussions now days to make it more effective and interesting. One of the most important benefits of this training method is the low cost involved not only in terms of the training content but also that it can be used with an audience of large size. The biggest limitation is that the audience becomes passive and the session becomes dull and there is a poor transfer of information.

(b) **Audio / Visuals:** It is the one of the most effective means of conducting training programs and the most used these days. It is used essentially to present new knowledge to the audience and boost the morale. There are lots of tools available in this training method; for example, the trainer has the freedom to use slides, movies, video clips, flip charts, chalkboards etc. Videoconferencing is picking up fast. Lots of training programs also called as webinars are conducted with geographically dispersed populations. The advantage over lecture based training is that it allows for replays and brings in a lot of versatility to the training program.

(c) **Independent Study:** This is a training method that is to transfer knowledge and for updating information, knowledge and facts on a continuous basis. The trainee is free to complete the course of the training at his own pace. This method saves a lot of cost by minimizing the man-day of training and also the cost of development. Since it is more of research and continuous education based, a library or resource department has to be developed for the same. Furthermore, the training material has to be customized to individual needs.

    One of the greatest drawbacks is that the trainee cannot be evaluated continually for a longer period of time without the intervention of the trainer and that the level of motivation goes down after a certain period of time. It is, therefore, not applicable to all types of jobs.

(d) **Programmed Instruction:** Programmed instruction is a training methodology that is often used to prepare individuals for a training program by bringing them at the same level. Like independent study it also allows the trainees to go at their own pace and a quick feedback. It is, however, expensive to develop and may not necessarily result in an increase in the performance at work.

    Most of the training programs combine any or all of these for effective training. In addition, there are lots of other experiential training methods that may be used.

7. **EXPERIENTIAL TRAINING METHODS**

1. **On the Job Training (OJT):** This training method is used to impart new skills to the employees when they are working on a certain position. Job rotation and apprenticeship training are some ways in which new skills can be developed within the employees.

2. **Equipment Simulators:** These are training methods wherein real life situations/conditions are created to enable the employee to experience and prepare for the world of work. This type of training is often used to develop physical, behavioral and team building training. NASA for example uses simulators to train astronauts before they set out for the outer space. This type of training is very effective but the simulators are costly to develop.
3. **Role Playing:** A role play is used essentially to change attitudes and help people see things from the other person's eyes. It may also be used to practice certain job, behavioural skills or for analyzing interpersonal problems. This type of training is more close to reality. The only drawback is that the employees may show hesitation in role playing situations or may not even take it seriously.
4. **Sensitivity Training:** Sensitivity training is imparted to essentially increase the self awareness of the employees. It is aimed to help the employees or trainees see how others see them. Such type of training is used to increase the self worth of the trainees and also for changing interpersonal behaviours. More importantly it can wipe out negativity from the organization; in fact many organizations in the west use this training method for top management.
5. **Case Study:** Case study analysis is perhaps the most frequently used tool for developing interpersonal, decision making and analytical skills within the trainees. It is a very good and cheap tool for developing problem solving skills within the individuals. The basic drawback is non availability of updated case studies. Generally one or two cases are discussed every year and there is no updating subsequently.

8. KIRKPATRICK'S MODEL OF TRAINING EVALUATION

Organizations spend a huge amount of money for training their employees at various levels and on various competencies, behavioural and technical. Every year new tools are designed to try and cater to individual learning styles and make the training more effective. After all an organization is concerned about its spending and the return on the same!

Donald Kirkpatrick, Professor Emeritus, University of Wisconsin began working on evaluating the effectiveness of training very early in his life. His early work on the same was published in the year 1959 in a journal of American Society of Training Directors. **He laid out four levels for evaluation of any training**. This model is arguably the most widespread for evaluation in use. It is simple, very flexible and complete. The four levels as described by Kirkpatrick are as follows:

1. **Reaction of the Trainee -** thoughts and feelings of the participants about the training.
2. **Learning -** the increase in knowledge or understanding as a result of the training.
3. **Behaviuor -** extent of change in behaviour, attitude or capability.
4. **Results -** the effect on the bottom line of the company as a result of the training.

9. REACTION

Reaction implies how favourably the participants have responded to the training. This evaluation is primarily quantitative in nature and is a feedback to the training and the trainer. The most common collection tool is the questionnaire that analyses the content, methodology, facilities and the course content.

Learning: At the level of learning the evaluation is done on the basis of change in the ASK (Attitudes, skills and knowledge) of the trainees. The evaluation involves observation and analysis of the voice, behaviour, text. Other tools used apart from the observation are interviews, surveys, pre and post tests etc.

Behaviour: Behaviour evaluation analyses the transfer of learning from the training session to the work place. Here the primary tool for evaluation is predominantly the observation. Apart from the observation, a combination of questionnaires and 360 feedbacks are also used.

Results: The results stage makes evaluations towards the bottom line of the organization. Here the definition of the results depends upon the goal of the training program. The evaluation is done by using a control group allowing certain time for the results to be achieved.

10. WAYS TO IMPROVE EMPLOYEE TRAINING MODULES

A training module is said to be effective only when it is clearly understood by the audience. An effective training module needs to address all the queries of individuals, suggest ways of improvements, teach them additional skills and help them deliver their level best. A training manager's role is not only to design training modules but also ensure it is benefitting the employees. The content needs to be updated from time to time. Make sure yourself whether these are clear as to what is written in the training manuals.

Let us go through some ways to improve training modules:

Avoid using complicated words and jargons. As an existing employee, you would know what a particular jargon means but not someone who is new to the system. Do not use unfamiliar words and phrases which are difficult for others to understand. Use simple English. Training modules need to be precise and to the point. Remember, it is a small employee training booklet and not a complete book. Employee training modules need not to be descriptive. Do not add unnecessary information to make it thick. Read the content twice before you finally get it printed. There should be no spelling or grammatical errors.

The content needs to be interesting. **Use lots of diagrams, examples, case studies, comparisons and so on for readers to understand easily**. There is no use of training manuals if employees do not benefit from the same. Understand, after a tiring day at work, no one likes to read a boring employee training manual.

Managers need to interact more with the team members and help them in their day to day operations. Sit with them, evaluate their performances and give them correct feedbacks. Only mere reading long pages of plain text would not make employees well equipped to deal with changes. Effective communication goes a long way in training employees and passing on information in its desired form. Managers need to speak to their team members more often. Let employees come up with their problems and what all set of skills would ensure hundred percent performance from them. Find out what all additional skills and knowledge would make employees indispensable resources for the organization.

Employees learn maximum when they are exposed to practical situations. Let employees learn from their mistakes. Do not spoon feed your team members. "Learning by doing" is one of the best ways to train employees and they remember the learning for a longer time. No amount of trainings would help unless and until employees are themselves serious. Managers need to encourage employees to participate in training programs, register in various online courses which

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would help them in their respective domains. Internet is one of the best sources which acquaint individuals of what is new in the industry and what all skills would be in demand say two years down the line. Motivate employees to keep themselves abreast with the latest developments in the industry and competitors as well. Employees should have the liberty to speak and express their opinions. Welcome suggestions from audience.

11. COMPANY PROFILE

(a) Reliance Jio Infocomm Limited, or **Jio**, is a LTE mobile network operator in India. It is a wholly owned subsidiary of Reliance Industries headquartered in Navi Mumbai, Maharashtra that provides wireless 4G LTE service network (without 2G/3G based services) and is the only 'VoLTE-only' (Voice over LTE) operator in the country which lacks legacy network support of 2G and 3G, with coverage across all 22 telecom circles in India.

The services were first beta-launched to Jio's partners and employees on 27 December 2015 on the eve of 83rd birth anniversary of late Dhirubhai Ambani, founder of Reliance Industries, and later services were commercially launched on 5 September 2016.

(b) History: In June 2010, Reliance Industries (RIL) bought a 96% stake in Infotel Broadband Services Limited (IBSL) for ₹4,800cr. Although unlisted, IBSL was the only firm to win broadband spectrum in all 22 zones in India in the 4G auction that took place earlier that year. Later continuing as RIL's telecom subsidiary, Infotel Broadband Services Limited was renamed as Reliance Jio Infocomm Limited (RJIL) in January 2013.

In June 2015, Jio announced that it will start its operations all over the country by the end of 2015. However, four months later in October 2015, the company's spokesmen sent out a press release stating that the launch was postponed to the first quarter of the financial year 2016-2017.

Later in July, a PIL filed in the Supreme Court by an NGO called the Centre for Public Interest Litigation, through Prashant Bhushan, challenged the grant of pan-India licence to Jio by the Government of India. The PIL also alleged that Jio was allowed to provide voice telephony along with its 4G data service, by paying an additional fees of just ₹165.8 crore (US$26 million) which was arbitrary and unreasonable, and contributed to a loss of ₹2,284.2 crore (US$350 million) to the exchequer.

The Indian Department of Telecom (DoT), however, refuted all of CAG's claims. In its statement, DoT explained that the rules for 3G and BWA spectrum didn't restrict BWA winners from providing voice telephony. As a result, the PIL was revoked, and the accusations were dismissed.

(c) Beta launch: The 4G services were launched internally to Jio's partners, its staff and their families on 27 December 2015. Bollywood actor Shah Rukh Khan, who is also the brand ambassador of Jio, kick started the launch event which took place in Reliance Corporate Park in Navi Mumbai, along with celebrities like musician A R Rahman, actors Ranbir Kapoor and Javed Jaffrey, and filmmaker Rajkumar Hirani. The closed event was witnessed by more than 35000 RIL employees some of whom were virtually connected from around 1000 locations including Dallas in the US.

(d) Commercial Launch: The company commercially launched its services on 5 September 2016. Within the first month of commercial operations, Jio announced that it had acquired 16

million subscribers. This is the fastest ramp-up by any mobile network operator anywhere in the world. Jio crossed 50 million subscriber mark in 83 days since its launch. Jio crossed 100 million subscribers on 22 February 2017.

(e) Alliance: Jio, in February 2016 announced a global alliance of Mobile Network Operators which include:

- BT Group
- Deutsche Telekom
- Millicom
- Orange S.A.
- Rogers Communications
- MTS (network provider)
- Telia Company
- Telecom Italia

(f) Partnerships: Ahead of its digital services launch, Mukesh Ambani-led Reliance Jio entered into a spectrum sharing deal with younger brother Anil Ambani-backed Reliance Communications. The sharing deal is for 800 MHz band across seven circles other than the 10 circles for which Jio already owns.

In September 2016, Jio signed a pact with BSNL for intra-circle roaming which would enable users of the operators to use each other's 4G and 2G spectrum in national roaming mode.

In February 2017, Jio announced a partnership with samsung to work on LTE - Advanced Pro and 5G.

(g) Products and Services: The official slogan of Jio

4G Broadband: The company launched its 4G broadband services throughout India on September 2016. It was slated to release in December 2015 after some reports said that the company was waiting to receive final permits from the government. Mukesh Ambani, owner of Reliance Industries Limited (RIL) whose Reliance Jio is the telecom subsidiary, had unveiled details of Jio's fourth-generation (4G) services on 12 June 2015 at RIL's 41st annual general meeting. It offers data and voice services with peripheral services like instant messaging, live TV, movies on demand, news, streaming music, and a digital payments platform.

The company has a network of more than 250,000 km of fiber optic cables in the country, over which it will be partnering with local cable operators to get broader connectivity for its broadband services. With its multi-service operator (MSO) licence, Jio will also serve as a TV channel distributor and will offer television-on-demand on its network.

(h) LYF Smartphones: In June 2015, Jio tied up with domestic handset maker Intex to supply 4G handsets enabled with voice over LTE (VoLTE) feature. Through this, it plans to offer 4G voice calling besides rolling out high-speed Internet services using a fiber network, in addition to the 4G wireless network. However, in October 2015, Jio announced that it would be launching its own mobile handset brand named LYF.

On 25 January 2016, the company launched its LYF smartphone series starting with Water 1, through its chain of electronic retail outlets, Reliance Retail. Three more handset models have been released so far, namely Water 2, Earth 1, and Flame 1.

(i) **Jionet WiFi:** Prior to its pan-India launch of 4G data and telephony services, Jio has started providing free Wi-Fi hotspot services in cities throughout India including Surat, Ahmedabad in Gujarat, and Visakhapatnam in Andhra Pradesh, Indore, Jabalpur, Dewas and Ujjain in Madhya Pradesh, selected locations of Mumbai in Maharashtra, Kolkata in West Bengal, Lucknow in Uttar Pradesh, Bhubaneswar in Odisha, Mussoorie in Uttarakhand, Collectorate's Office in Meerut, and at MG Road in Vijayawada among others.

In March 2016, Jio started providing free Wi-Fi internet to spectators at six cricket stadiums hosting the 2016 ICC World Twenty20 matches. Jionet was made available in Wankhede Stadium (Mumbai), Punjab Cricket Association IS Bindra Stadium (Mohali), Himachal Pradesh Cricket Association Stadium (Dharamshala), Chinnaswamy Stadium (Bengaluru), Feroz Shah Kotla (Delhi), and Eden Gardens (Kolkata) in India.

(i) **Jio apps:** In May 2016, Jio launched a bundle of multimedia apps on Google Play as part of its upcoming 4G services. While the apps are available to download for everyone, a user will require a Jio SIM card to use them. Additionally, most of the apps are in beta phase. Following is a list of the apps:

- MyJio - Manage Jio Account and Digital Services associated with it
- JioTV - A live TV channel service
- JioCinema - An online HD video library
- JioChat Messenger - An instant messaging app
- JioMusic - A music player
- Jio4GVoice (earlier JioJoin) - A VoLTE phone simulator
- JioMags - E-reader for magazines
- JioXpressNews - A news and magazine aggregator
- JioSecurity - Security app
- JioDrive - Cloud-based backup tool
- JioMoney Wallet - An online payments/wallet app
- JioSwitch - Transfer content

(k) **Affordable 4G:** Jio has teamed up with Google to manufacture affordable 4G handsets. These phones will run exclusively on Jio network.The two companies are also working on developing software for smart-TV services. Both are expected to launch in 2017.

(l) **JioFi:** Jio has also launched Wi-Fi routers by the name JioFi

13. **RESEARCH METHODOLOGY**
1) **Data Collection:**
a) **Primary Data:** The primary data has been collected through Exploratory Research using a structured Questionnaire and personal interview.
b) **Secondary Data:** The secondary data has been collected through various sources namely; company records, brochures, company website and journals.
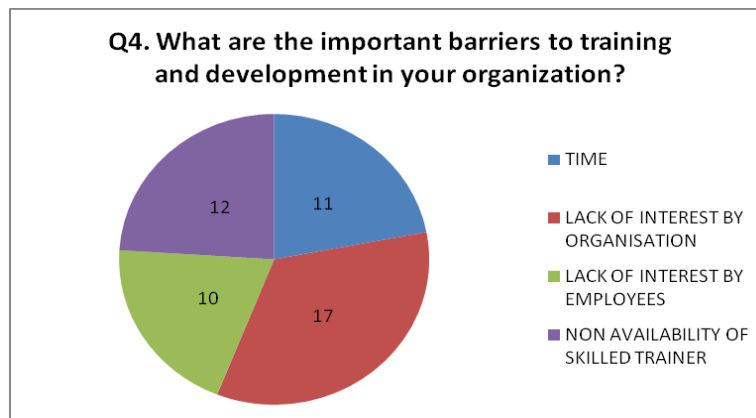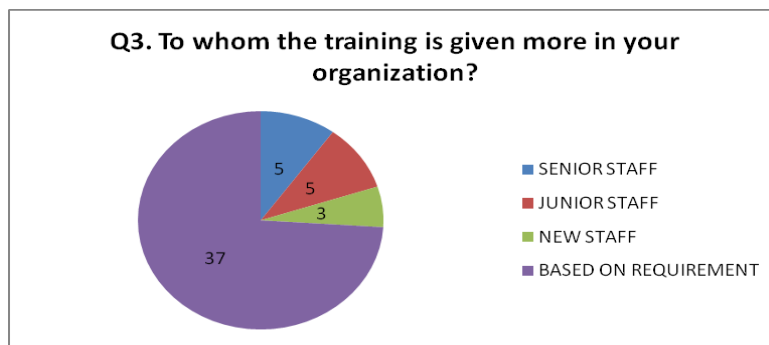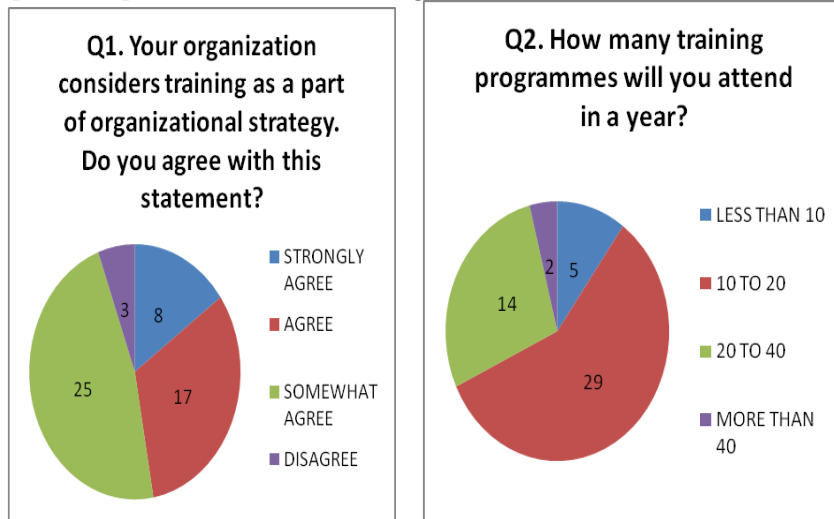**2)** **Research tools: Structured Questionnaires** will be used to conduct the research.
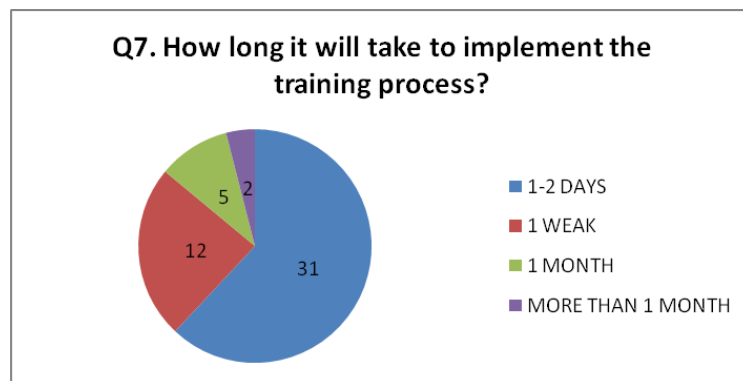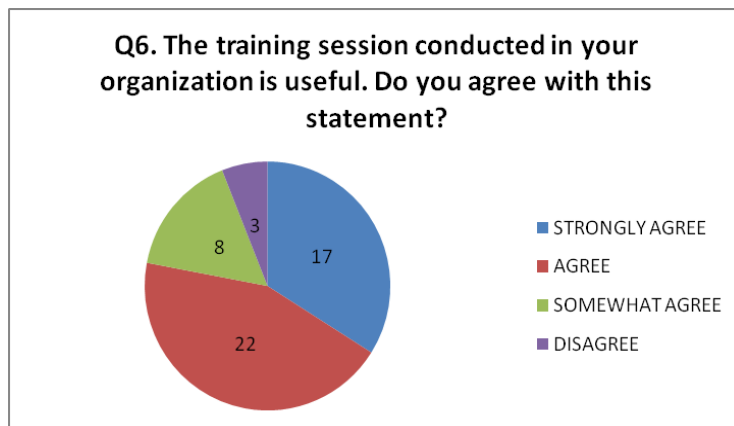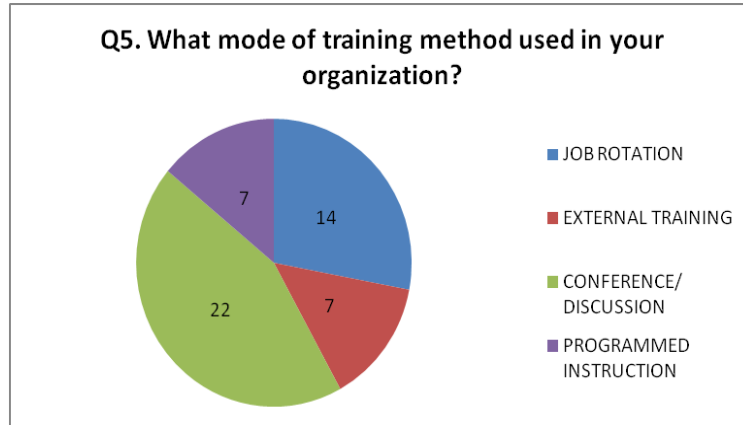**3)** **Sample design:**
Sample Size : 50

Sampling technique: Simple Random Sampling has been used.

4) **Sample Area:** Departments of the organization:

Analysis: Graphical Representation of Collecting Samples:

Q5. What mode of training method used in your organization?

- ■ JOB ROTATION
- ■ EXTERNAL TRAINING
- ■ CONFERENCE/ DISCUSSION
- ■ PROGRAMMED INSTRUCTION

14, 7, 22, 7

Q6. The training session conducted in your organization is useful. Do you agree with this statement?

- ■ STRONGLY AGREE
- ■ AGREE
- ■ SOMEWHAT AGREE
- ■ DISAGREE

17, 22, 8, 3

Q7. How long it will take to implement the training process?

- ■ 1-2 DAYS
- ■ 1 WEAK
- ■ 1 MONTH
- ■ MORE THAN 1 MONTH

31, 12, 5, 2

Q8. What type of training is being imparted for new recruitments in your organization?

Technical skills — 3
Management skills — 4
Presentation skills — 2
Based on requirement — 41

Q9. What training and development do you need to make your career aspirations to come true?

LEADERSHIP TRAINING — 11
TECHNICAL TRAINING — 19
EXTERNAL DEGREE STUDY — 8
FORMAL MEETING PROCEDURES — 12

Q10. What are the general complaints about the training session?

TAKE AWAY THE PRECIOUS TIME OF EMPLOYEES — 8
TOO MANY GAPS BETWEEN THE SESSIONS — 22
TRAINING SESSIONS ARE UNPLANNED — 16
BORING AND NOT USEFUL — 4

Interpretations of above pie charts are as follows:

- The above Pie Chart no 1 indicates that organization somewhat considers training as a part of organization strategy.
- The above Pie Chart no 2 indicates that 10 to 20 training programs will be attended by the employees in a year.
- The above Pie Chart no 3 indicates that most of the training is given on the bases of requirement of employees and organizational work schedule.
- The above Pie Chart no 4 indicates that mostly the barriers those were coming to training and development in organization are because of not taking too much interest by the organization and organizational work schedule.
- The above Pie Chart no. 5 indicates that training method used in the organization is based on Conference/discussion held time to time according to the work and situations.
- The above Pie Chart no. 6 indicates that most of the employees were agreed about that training session conducted in the organization useful to the employees.
- The above Pie Chart no. 7 indicates that only 1-2 days were taken to implement the training process in the organization because of the work demand.
- The above Pie Chart no. 8 indicates that training which is being imparted for new recruitments in the organization is based on the requirement that whether it is necessary or not and what is the duration.
- The above Pie Chart no. 9 indicates that most of the employees said that technical training is required for T&D they needed to make the career aspirations come true.
- The above Pie Chart no. 10 indicates that the general complaints about the training sessions were because of too many gaps occurred between the training sessions.

FINDINGS
- It has been observed that Organization has to put more inputs in Training and Development of every Employee for better Growth and Productivity of the organization in an effective manner.
- The organization must follow an effective training process.
- The training given in the organization is based on requirement and work schedule.
- There are gaps between the training sessions organized by the company that is why trainees lost touch with training.
- According to the study it has also been observed that barrier occurred in training and development in the organization is that they are not taking too much interest in organizing training programmes.

RECOMMENDATIONS
- The study suggests that Organization should pay much attention to the training of Employees based on specific departments to enrich their skills and to achieve organizational goals.
- The study also suggests that Organization should also emphasize on out bond trainings for healthy working environment.
- Company should practice modern HR techniques during the recruitment process for selecting desired resource for the job.

- Company should give appraisals and motivate employees for achieving individual targets.
- Company should enhance its Annual increment policies for Employee Sustainability.

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