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## A study on employee training and development in Hyundai organisation – Chennai

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**Abstract:** Training and development makes employees more productive. Training and development are becoming big business nowadays and more important for any organization that wants to take advantage of changes, techniques and improvements. The existing workforce is trained to increase their productivity, newly joined employees will also be trained and motivated to contribute their best towards the organization. The employees will be more confident about themselves and passionate about their job. They will adapt to technological changes and innovations more readily. Training and development need assessments, training design and delivery and transfer of training. Growing business environment needs new ideas like updated and strategic training and development to make business grow fast as well, we need to adapt ourselves for the future business environment, making our employees updated will give the best result for the organization. Nowadays many organizations are spending much to train their employees and make them updated. The training program has to be designed perfectly for the employees to achieve long and short term goals of the organization and employees as well. After the training and development program every employee has to be evaluated by their performance and should get their feedback.

**Keywords:** Employees, organization, programs, training and development, evaluation, Entrepreneurship, Innovation

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### INTRODUCTION

Organisations find it very difficult to remain competitive in the recent global economy. Training and development are more important to help companies to compete in today's business environment. Training and development are becoming big business nowadays, because current industries need more technological and knowledgeable persons so employees need to be trained and need to develop themselves. Professionals will design the training and development program for employees. When employees feel invested in and they feel that their work and value is recognized, employee loyalty to the organization will increase so it becomes positively important for the organization to succeed. Nowadays employees are looking for a job where they can learn and help them grow. Most employees need on the job training to get more experience. Employees need to be motivated with rewards to work more, for every organization the most valuable asset is human capital. Employers will be evaluating by measuring the effect of training and the evaluation will be done by comparing records before and after training and employees should get their feedback. In the past few years training and development have emerged as a crucial element of strategy, most of the company owners have realized that investing in training and development not only to achieve the motive of the company and it also creates a highly skilled workforce. Knowledge and skills are more important to the employees in every organization. Our research idea is based on the rich knowledge acquired by our peer teams across the university. (Danda, S and Chinnaswami, 2009; Narayanan, Kannan and Sreekumar, 2009; Priya S *et al.*, 2009; Danda and Ravi, 2011; Neelakantan *et al.*, 2011, 2013; Prasanna, Subbarao and Gutmann, 2011; Narayanan *et al.*, 2012; Venugopalan *et al.*, 2014; Krishnan and Chary, 2015; Neelakantan and Sharma, 2015; Ramesh *et al.*, 2016; Manivannan, I., Ranganathan, S., Gopalakannan, S. *et al.*, 2018; Dua *et al.*, 2019; Ezhilarasan, Apoorva and Ashok Vardhan, 2019; Panchal, Jeevanandan and Subramanian, 2019; Rajeshkumar *et al.*, 2019; Ramadurai *et al.*, 2019; Ramakrishnan, Dhanalakshmi and Subramanian, 2019; A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020)

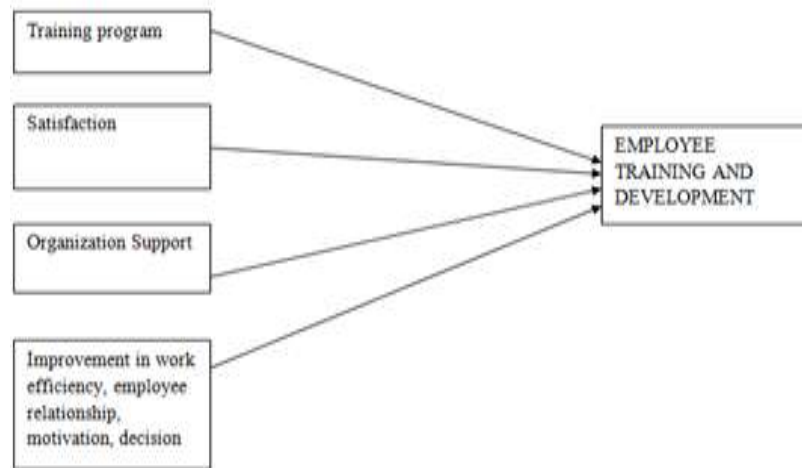


Fig.1:

### LITERATURE REVIEW

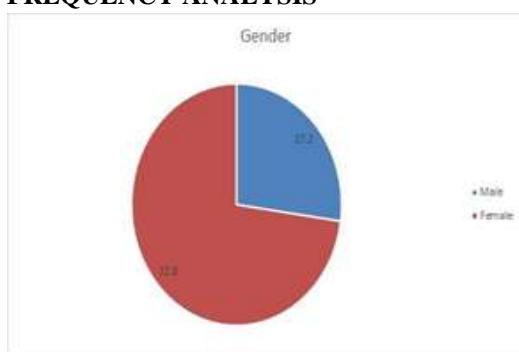
(Noe and Kodwani 2018) Raymond A noe, Amitabh deo kodwani McGraw hill education, 2018 – employee training and development. Training and development are more important to help companies to compete successfully in today’s business environment .( Truitt 2011) Debra L truitt , 2011 – The effect of training and development on employee attitude as it relates to training and work proficiency.( Jehanzeb and Bashir 2013) Khawaja jehanzeb, Nadeem Ahmed Bashir, 2013 – Training and development program and its benefit to employee and organization. Nowadays organization finds very difficult to stay competitive in recent global economy and employees are the main reasons for the organization’s success and failure it relay on the performance of employees so, the organization is spending much more for the training and development program for the employees.( Armstrong and Landers 2018) Michael B Armstrong, Richard N landers , 2018 – Gamification of employee training and development. Gamification is becoming more important in employee training and it has grown much. It provides a clear cut out for training design and for gamifying web-based training is scientifically supported way.( Nda and Fard 2013) Maimuna muhammad Nda, Rashad yazdani fard , 2013 – The impact of employee training and development on employee productivity. Organizations spending much for effective training and development for their employees to achieve short and long term goals. Employees need to adapt to the continuous learning and updating with their skill and knowledge due to new technologies and competitive business environments . For every organization the most valuable asset is human capital under the dynamic competition. Training and development is the most important to the productivity of an organization's workforce.

(Van Vianen, Dalhoeven, and De Pater 2011) Annelies EM Van vianen, Betty AGW Dalhoeven , Irene E De Pater, 2011. Impact on relationship between age and employee training and development willingness. supervisors beliefs about the avoidance orientations of existing employees and whether these beliefs would moderate the connection between employee age and training and development willingness. ( Yamoah and Maiyo 2013) Emmanuel Erastus yamoah – Capacity building and employee performance when proper training is given it leads to better performance in the organization. Reward systems seem important for employee performance.( Raheja 2015) Kanu Raheja – Methods of training and development Author explains about the both traditional and modern approach of training and development. It encompasses three main activities: training, education and development. Employers will be evaluating by measuring the effect of training. Results such as productivity, turnover, quality , time , sales and costs. This type of evaluation can be done by comparing records before and after training.( Aguinis and Kraiger 2000) Herman Aguinis and kurtkraiger ,2000 - Benefits of training and development for individuals and teams , organizations and society. The benefit of training and development for individuals and teams, organization and society . Adopt a multidisciplinary, multilevel and the global perspective to demonstrate the training and development. Training and development need assessments, training design and delivery and transfer of training.( London 1989) Manuel , Josef bass , 1989 – Managing the training enterprise: high quality, cost effective employee training in the organization. To examine how organizations educate employees and to consider policies.( Stewart 1991) Jim Stewart , 1991 – Managing change through training and development. This article tells how training can be used to help manage change and to illustrate that training and development. Stewart managed change through training. Change management is a structured approach for ensuring that change.

(Anis et al. 2011) Atif anis, Abdul Nasir , Nadeem Safwan , 2011 - Employee retention relationship to training and development. Employee retention is the most difficult thing for every company in the competitive business world. To retain talented employees is the most difficult thing. Organizations are now more focused towards employee retention. For retaining the employees working condition is most important.( Rodriguez and Walters 2017) Joel Rodriguez , Kelley Walters , 2017 – The importance of training and development in employee performance and

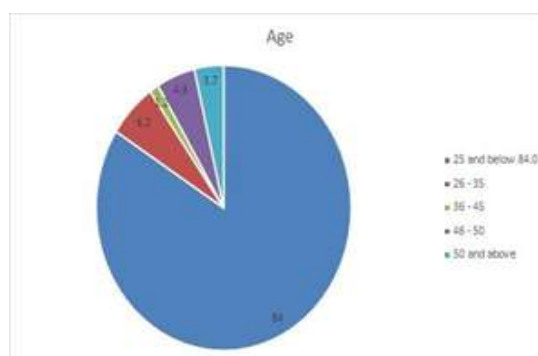
evaluation. The head of the organization needs to be aware about the importance of training and development, impact on the performance and evaluation of employees . Employee training and development assist the organization and employee in attaining the goals such as improving morale , security , employee engagement and overall competencies to perform a particular job. The head of organization should use the systematic approach for evaluating the employee.( Khan, Khan, and Khan 2011) Raja Abdul ghafoor Khan , Furqan Ahmad Khan , Muhammad Aslam Khan, 2011 – Impact of training and development on organizational performance. Training and development, on the job and of the job training, training design and delivery style are the most important aspects in organizational studies. It shows that training and development, on the job training, training design and delivery style have significant effect on organizational performance and all these have positively affect the organizational performance.( Salas et al. 2012) Eduardo salas, Scott tannebaum , kurtkraiger , Kimberly A smith Jentsch, 2012 – The science of training and development in organizations. Every organization is spending billions on training each year. Training and development activities allow organizations to adapt, compete, innovate and reach goals. Training has successfully been used to reduce risk. Organizations understand that training helps them to remain competitive in business environments and they understand that investing in employees yields greater results. There is a science of training that shows that there is a right and wrong way to design, deliver and implement the training and development program.

### FREQUENCY ANALYSIS



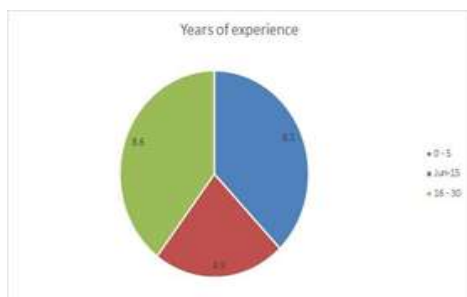
**Fig.1:**

The pie chart describes that 27.2 % of samples were male and 72.8 % of samples were female.



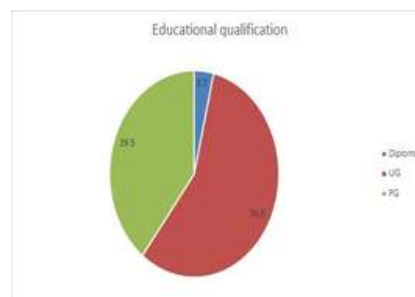
**Fig.2:**

The pie chart describes that 84 % of the employees were belongs to the age of 25 and below, 6.2 % of the employees were belongs to the age of 26 - 35, 1.2 % of the employees were belongs to the age of 36 - 45, 4.9 % of the employees were belongs to the age of 46 - 50 and 3.7 % of the employees were belongs to the age of 50 and above.



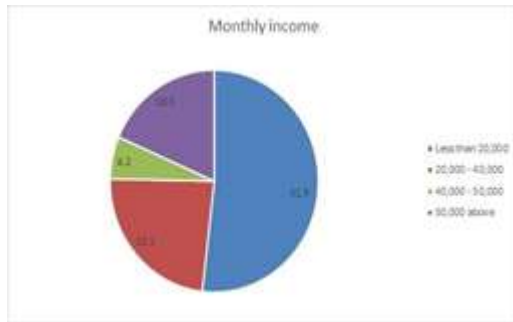
**Fig.3:**

The pie chart describes that 8.2 % of respondents had experience of 0 - 5 years, 4.9 % of respondents had experience of 6 - 15 years, 8.6 % of respondents had experience of 16 - 30 years.



**Fig.4:**

The pie chart describes that 3.7 % of respondents were diploma , 56.8 % of respondents were UG, 39.5 % of respondents were PG.



The pie chart describes that 51.9 % of respondents were earning less than 20,000, 23.5 % of respondents were earning 20,000 - 40,000, 6.2 % of respondents were earning 40,000 - 50,000 and 18.5 % of respondents were earning 50,000 and above.

Fig.5:

Table 1: MEAN

TRAINING PROGRAM	MEAN	RANK
My organization conducts training programme frequently	3.85	3
I use to attend most of the training sessions in my organization	3.91	1
In the training programme, it involves both theoretical and practical concepts	3.88	2
I prefer only on the job training	3.74	5
I have faced special training programme in my organization	3.77	4
SATISFACTION	MEAN	RANK
I am satisfied with the quality of orientation and training received for the current position in my organization	3.95	1
I am satisfied with the training and development programme which was conducted in my organization till now	3.84	3
I am satisfied with the career growth opportunities and professional learning in my organization	3.91	2
I am satisfied with the information given by my trainer during the training and development session	3.84	3
ORGANIZATION'S SUPPORT	MEAN	RANK
My supervisor makes efforts to identify my strength and weakness	3.74	2
I receive support from my management side to improve my weakness	3.67	3
My organization assess the impact of my training	3.88	1
IMPROVEMENT IN WORK EFFICIENCY, EMPLOYEE RELATIONSHIP, MOTIVATION, DECISION	MEAN	RANK
Training sessions conducted in my organization helps to improve my work efficiency	3.83	3
Training and development helps to maintain employee Relationship	3.93	2
Training and development helps to improve the motivational level of Employees	4.00	1
Training programme helps to be accountable and authoritative in making decision	3.83	3

The above table shows mean score and rank. It shows variable “I use to attend most of the training sessions in my organization ” includes highest mean score of (3.91) followed in the training programme, it involves both theoretical and practical concepts(3.88), my organization conducts training programme frequently (3.85), I have faced special training programme in my organization (3.77) and I prefer only on the job training (3.74).Mean score lies between 2 – 3. It shows variable “I am satisfied with the quality of orientation and training for the current position in my organization ” includes highest mean score of ( 3.95) followed I am satisfied with the career growth opportunities and professional learning in my organization (3.91), I am satisfied with the training and development programme which was conducted in my organization till now (3.84) and I am satisfied with the information given by my trainer during the training and development session(3.84).Mean score lies between 3 – 4. mean score and It shows variable “My organization assess the impact of my training ” includes highest mean score of( 3.88) followed my supervisor makes efforts to identify my strength and weakness (3.74), I receive support from my management side to improve my weakness (3.67) .Mean score lies between 3 – 4 . Mean score and rank it shows variable “Training and development helps to improve the motivational level of employees” includes highest mean score of(4.00)followed Training and development helps to maintain employee relationship (3.93), Training session conducted in my organization helps to improve my work efficiency (3.83) and Training programme helps to be accountable and authoritative in making decision (3.83).Mean score lies between 3 – 4

**Table 2: T TEST**

<b>TRAINING PROGRAMME</b>	<b>T VALUE</b>	<b>SIGNIFICANCE</b>
My organization conducts training programme frequently	-2.130	.036**
I use to attend most of the training sessions in my organization	-.975	.333
In the training programme, it involves both theoretical and practical concepts	-2.348	.021**
I prefer only on the job training	-.641	.523
I have faced special training programme in my organization	-.526	.600
<b>SATISFACTION</b>	<b>T VALUE</b>	<b>SIGNIFICANCE</b>
I am satisfied with the quality of orientation and training received for the current position in my organization	-1.920	.059
I am satisfied with the training and development programme which was conducted in my organization till now	-1.437	.155
I am satisfied with the career growth opportunities and professional learning in my organization	-1.877	.064
I am satisfied with the information given by my trainer during the training and development session	-1.667	.099
<b>ORGANIZATION'S SUPPORT</b>	<b>T VALUE</b>	<b>SIGNIFICANCE</b>
My supervisor makes efforts to identify my strength and weakness	-2.082	.041**
I receive support from my management side to improve my weakness	-1.486	.141
My organization assess the impact of my training	.228	.820
<b>IMPROVEMENT IN WORK EFFICIENCY, EMPLOYEE RELATIONSHIP, MOTIVATION, DECISION</b>	<b>T VALUE</b>	<b>SIGNIFICANCE</b>
Training sessions conducted in my organization helps to improve my work efficiency	-.394	.694
Training and development helps to maintain employee relationship	-.543	.589
Training and development helps to improve the motivational level of employees	2.318	.023
Training programme helps to be accountable and authoritative in making decision	1.367	.175

The above table shows the independent T - Test analysis of Gender VS Training programme. There should be less than 0.05 for accepting the alternative hypothesis .In this only my organization conducts training program frequently,I use to attend most of the training program frequently, in the training program it involves both theoretical and practical concepts variables are lesser than 0.05.Hence there is a significant for the variable which is lesser than 0.5 and there is no significant for other variables which is greater than 0.5.It shows difference between male and female with respect to factors of Training program. The significance value of independent sample t test analysis of gender vs organization 's support there should be less than 0.05 for accepting the alternative hypothesis. In this my supervisor makes efforts to identify my strength and weakness are lesser than 0.5. Hence there is a significant for the variable which is lesser than 0.5 and there is no significance for the variable which is greater than 0.5. It shows the difference between gender with respect to factors of organization's support. The significance value of independent sample t test analysis of gender vs improvement in work efficiency , employee relationship, motivation and decision. There should be less than 0.05 for accepting the alternative hypothesis . In this only training and development helps to improve the motivational level of employees variable is lesser than 0.5. Hence there is a significant for the variable which is lesser than 0.5 and there is no significant for the variable which is greater than 0.5 . It shows the difference between gender with respect to factors of improvement in work efficiency, employee relationship, motivation and decision.

**Table 3: ANOVA TEST**

<b>TRAINING PROGRAM</b>	<b>F</b>	<b>SIG.</b>
My organization conducts training programme frequently	2.145	.083
I use to attend most of the training sessions in my organization	1.967	.108
In the training programme, it involves both theoretical and practical concepts	.681	.607
I prefer only on the job training	4.661	.002
I have faced special training programme in my organization	.624	.646
<b>SATISFACTION</b>	<b>F</b>	<b>SIG.</b>

I am satisfied with the quality of orientation and training received for the current position in my organization	1.028	.398
I am satisfied with the training and development programme which was conducted in my organization till now	1.502	.210
I am satisfied with the career growth opportunities and professional learning in my organization	.686	.604
I am satisfied with the information given by my trainer during the training and development session	.655	.625
<b>ORGANIZATION'S SUPPORT</b>	<b>F</b>	<b>SIG.</b>
My supervisor makes efforts to identify my strength and weakness	2.136	.084
I receive support from my management side to improve my weakness	1.342	.262
My organization assess the impact of my training	1.030	.398
<b>IMPROVEMENT IN WORK EFFICIENCY, EMPLOYEE RELATIONSHIP, MOTIVATION, DECISION</b>	<b>F</b>	<b>SIG.</b>
Training sessions conducted in my organization improve my work efficiency	.811	.522
Training and development helps to maintain employee relationship	.074	.990
Training and development helps to improve the motivational level of employees	.346	.846

The above table shows the ANOVA analysis of Age VS Training program. There should be less than 0.05 for accepting the alternative hypothesis. In this case all the variables are greater than 0.05. Hence there is no significant difference between male and female with respect to factors of Training program. the significance value of ANOVA analysis of age vs satisfaction there should be less than 0.05 for accepting the alternative hypothesis. In this case all variables are greater than 0.05. Hence there is no significant difference between gender with respect to factors of satisfaction. the significance value of ANOVA analysis of age vs organization 's support there should be less than 0.05 for accepting the alternative hypothesis. In this case all variables are greater than 0.05. Hence there is no significant difference between gender with respect to factors of organization's support. the significance ANOVA analysis of age vs improvement in work efficiency , employee relationship, motivation and decision .There should be less than 0.05 for accepting the alternative hypothesis . In this case all variables are greater than 0.05. Hence there is no significant difference between gender with respect to factors of improvement in work efficiency, employee relationship, motivation and decision.

## DISCUSSIONS

From this research it is clear that satisfaction influences the training and development helps to improve the motivational level of employees . In order to improve the employee training and development program in the organization the organization should take corrective action like improvement in training and development programme, implementing new programmes which is helpful for employees, to facilitate the clear communication between the employee and superiors to convey the current company policies. It makes employees gain their skill and knowledge to get better with the future requirements to achieve the goal of their organization.

## CONCLUSION

The motive of this study is for the betterment of training and development programs in the organization . As we all know that training and development programs are more important for the organization to develop their employees. It clearly shows that when proper training is given it leads to better performance in the organization, training will be given to employees in both on the job and of the job training method , after the training and development session employees need to be evaluated and feedback needs to be given to improve themselves or to correct themselves. Training is the process of increasing knowledge and skills for doing particular jobs. The training sessions will be designed by the professionals. Training and development helps to improve the growth of the organization. From the research found that the training and development helps to improve the motivational level of employees. By applying all the suggested activities mentioned above in the organization will completely improve the employee training and development to achieve the goal of the organization and to get better with the future requirements of the organization.

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