

IMPACT OF TRAINING ON JOB PERFORMANCE AT DIESEL LOCOMOTIVE WORK

***Garima Singh**

***Corresponding author:**

Garima Singh, FMS, BHU

Email: garimasinghfmsbhu@gmail.com

Introduction

Training is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology. In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Employee training is vital to any organization. Though training and education differ in nature and orientation, they are complementary. An employee, for example, who undergoes training is presumed to have had some formal education. Furthermore, no training programme is complete without an element of education. As more and more employees are called upon to exercise judgement and to choose alternative solutions to job problems, training programmes seek to broaden and develop the individual through education. (Source: K Aswathappa Human Resource Management, pg. no.263, 7th edition)

Benefits of employee training

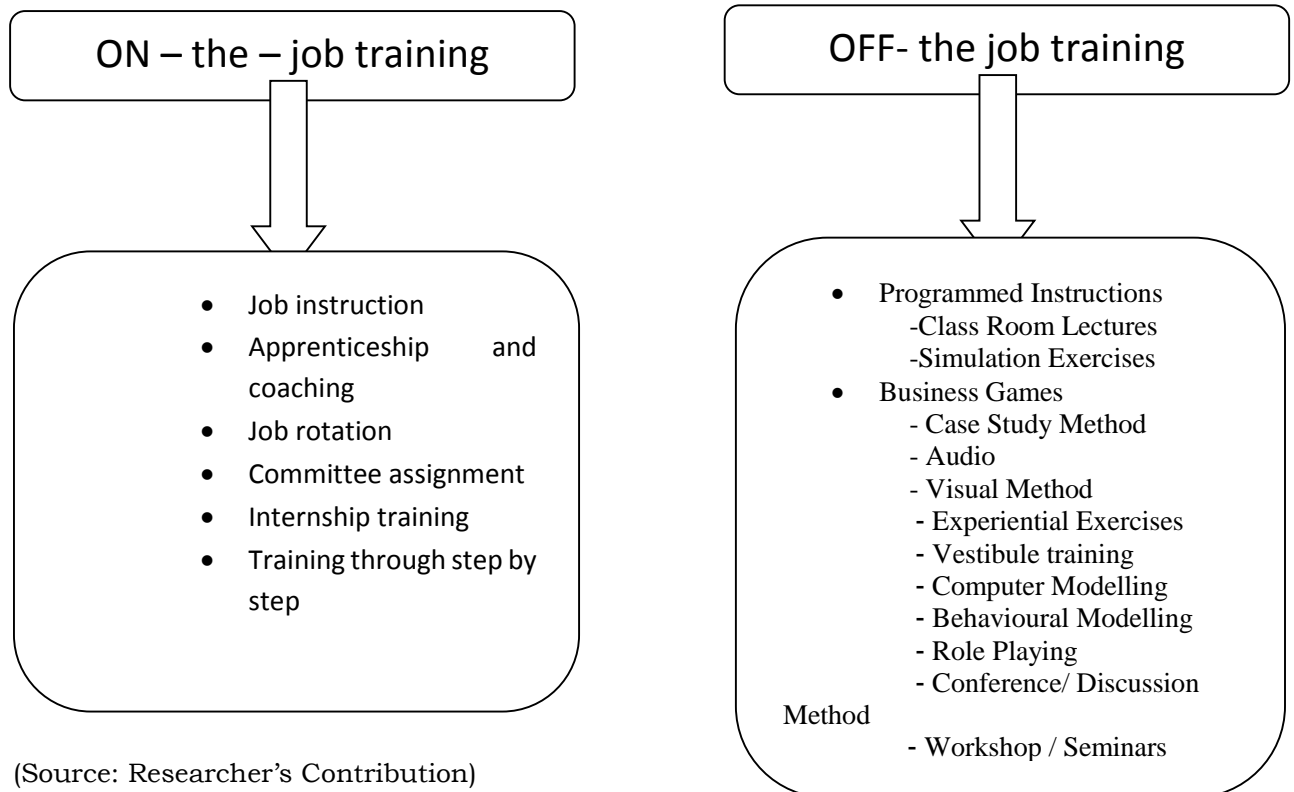
1. How training benefits the organization.
 - Leads to improved profitability
 - Improves the job knowledge and skills at all levels of the organization.
 - Improves the morale of the workplace
 - Helps people identify with organisational goals
 - Helps create a better corporate image
 - Improves relationship between bosses and subordinates
 - Aids in organizational development
 - Aids in understanding and carrying out organizational policies
 - Aids in increasing productivity or quality of work
 - Aids in development for promotion from within
 - Aids in handling conflict, thereby helping to prevent stress and tension

2. Benefits to the individual which in turn ultimately should benefit the organization.
 - Helps the individual in making better decisions and effective problem solving
 - Aids in encouraging and achieving self- development and self-confidence
 - Helps in person handle stress , tension, frustration and conflict
 - Provides information for improving leadership, knowledge, communication skills and attitude
 - Develop a sense of growth in learning

(Source: K Aswathappa Human Resource Management, pg. no.270-71, 7th edition)

Training methods

Training was broadly divided into two categories:



(Source: Researcher's Contribution)

Types of Training

There are many types of training. We focus on training that are commonly employed in present day organization.

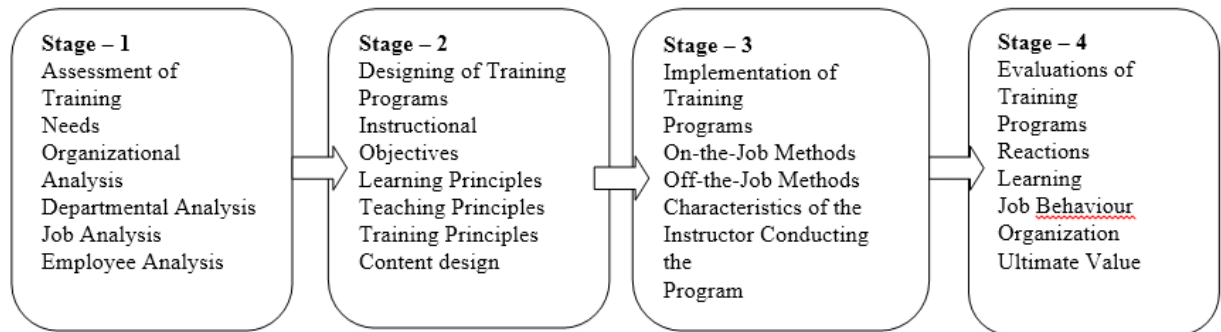
1. Skills training: Teaching an individual how to perform the operations of a particular occupation; distinguished from personal adjustment training, work adjustment, and the acquisition of basic employment skills.
2. Refresher training:
3. Cross- functional training
4. Team training
5. Creativity training
6. Diversity training
7. Literacy training
8. Orientation training

Stages of training and development programs

Training should be conducted in a systematic order so as to derive expected benefits from it. The training system involves four stages, namely:

- a. Assessment of training and development program's needs.

- b. Designing the training and development programs.
- c. Implementation of the training program
- d. Evaluation of the training program



(Source: P. Subba Rao, "Essentials of Human Resource management and Industrial Relations" Himalaya Publication House, 3rd Revised & Enlarged Edition 2009, Pg-199-203)

Employee performance

It is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Effect of training on performance

In the real world, organizational growth and development is affected by a number of factors. In light with the present research during the development of organizations, employee training plays a vital role in improving performance as well as increasing productivity. This in turn leads to placing organizations in the better positions to face competition and stay at the top. This therefore implies an existence of a significant difference between the organizations that train their employees and organizations that do not. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. Some studies have proceeded by looking at performance in terms of employee performance in particular while others have extended to a general outlook of organizational performance. In one way or another, the two are related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. In relation to the above, note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior Moreover, other studies for example one by Swart et al. (2005) elaborate on training as a means of dealing with skill deficits and performance gaps as a way of improving employee performance. According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing

particular skills and abilities of the employees and enhancing employee performance. He further elaborate the concept by stating that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be molded according to the firm needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is important to note that this is not enough and employees need to constantly adapt to new requirements of job performance. In other words, organizations need to have continuous policies of training and retaining of employees and thus not to wait for occurrences of skill and performance gaps.

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job related work efficiently, and achieve firm objectives in a competitive manner. Further still, dissatisfaction complaints, absenteeism and turnover can be greatly reduced when employees are so well trained that can experience the direct satisfaction associated with the sense of achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers 1989).

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. According to Kenney & Reid (1986) planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance.

Research objectives

- To asses the effect of training on the performance of job.
- To asses the impact of training on personality development of employees.
- To study the effect of training in achievement of goal of organization.

Research Methodology

Research is a common parlance refers to a search for knowledge. Here the research methodology followed is descriptive research. It includes surveys and fact-finding enquiries. The descriptive research design must make enough provision for protection against bias and must maximize reliability.

Research is a long term process which needs to be planned out prior to its initiation. Since the research is to be completed within a time period, the study would be relying on sampling method.

Research Design

Descriptive research

The research is to describe the data and characteristics about what is being studied. The idea behind this type of research is to study percentage, graphical & other statistical calculations, like chi square test. Although this research is highly accurate, it does not gather the accurate causes behind a situation. Descriptive research is mainly done when a researcher wants to gain a better understanding of a specific topic. Descriptive research is the exploration of the existing certain phenomena. The details of the facts won't be known. The existing phenomena's facts are not known to the persons.

Sampling technique

Convenience sampling

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The subjects are selected just because they are easiest to recruit for the study and the researcher did not consider selecting subjects that are representative of the entire population.

In all forms of research, it would be ideal to test the entire population, but in most cases, the population is just too large that it is impossible to include every individual. This is the reason why most researchers rely on sampling techniques like convenience sampling, the most common of all sampling techniques. Many researchers prefer this sampling technique because it is fast, inexpensive, easy and the subjects are readily available.

Sample Design

Area of work: - Diesel locomotive workshop

Cluster: Varanasi –D.L.W

SAMPLE SIZE	
Seniors	23
Workers	19
Total Sample Size	42

Data Collection

Data, facts, figures, other relevant material of past and present and surveying are the basis for study and analysis. Without an analysis of factual data no specific inferences can be drawn on the questions under study. Inferences based on imagination or guesses cannot provide correct answer to research questions. The relevance adequacy and reliability of data determine the quality of the findings of a study.

For the purpose of the present study, data from two sources has been collected namely primary and secondary data.

Primary Data: It is source from which the researcher collects the data. It is a firsthand data, which is used directly for the analysis purposes. Primary data always gives the researcher a fairer picture. In this study, primary data plays a vital role for analysis, interpretation, conclusion and suggestion.

Secondary Data: Secondary data is collected and compiled for other purposes. Secondary data also plays a key role in providing various other data which will influence the conclusion. The secondary data for the study is collected from different sources such as journals, articles, newspapers, magazines, internet, periodicals, books, reports, publications of associations related to mobile phone service providers. Secondary data helps to make primary data collection more specific since with the help of secondary data.

Data Interpretation

Q.1. Have you attended any training in the organization?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Training was attended by many people in the organization.

Ha1: Training was not attended by many people in the organization.

Suggestions for improvement of training programme

	Seniors	Workers	Total
Yes	23	23	46
No	0	0	0
Total	23	23	46

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
23	$23 \times 46 / 46 = 23$	$(23-23)^2 = 0$	$0/23 = 0$
23	$23 \times 46 / 46 = 23$	$(23-23)^2 = 0$	$0/23 = 0$
0	$23 \times 0 / 46 = 0$	$(0-0)^2 = 0$	$0/0 = 0$
0	$23 \times 0 / 46 = 0$	$(0-0)^2 = 0$	$0/0 = 0$
			$\chi^2 = 0$

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (2-1) (2-1)$$

$$= 1/1 = 1$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2 = 2.71$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is, Training was attended by many people in the organization.

Q.2. What was the training for?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: training was given for improvement of work.

Ha2: training was not given for improvement of work.

Suggestions for improvement of training programme

	seniors	Workers	Total
Induction purpose	5	4	9
For improvement in work	23	19	42
For quality purpose	4	1	5
Others	0	0	0
Total	32	24	56

Observed frequency(O)	Expected frequency(E)	(O-E)²	(O-E)²/E
5	$32 \cdot 9 / 56 = 5.14$	$(5 - 5.14)^2 = 0.0196$	$0.02 / 5.14 = 0.004$
4	$24 \cdot 9 / 56 = 3.85$	$(4 - 3.85)^2 = 0.0225$	$0.0225 / 3.85 = 0.006$
23	$32 \cdot 42 / 56 = 24$	$(23 - 24)^2 = 1$	$1 / 24 = 0.042$
19	$24 \cdot 42 / 56 = 18$	$(19 - 18)^2 = 1$	$1 / 18 = 0.05$
4	$32 \cdot 5 / 56 = 2.85$	$(4 - 2.85)^2 = 1.32$	$1.32 / 2.85 = 0.5$
1	$24 \cdot 1 / 56 = 2.14$	$(1 - 2.14)^2 = 1.3$	$1.3 / 2.14 = 0.607$
0	$32 \cdot 0 / 56 = 0$	$(0 - 0)^2 = 0$	$0 / 0 = 0$
0	$24 \cdot 0 / 56 = 0$	$(0 - 0)^2 = 0$	$0 / 0 = 0$
			$\chi^2 = 1.209$

Degree of freedom = (Number of rows-1)(number of columns-1)

$$= (4-1) (2-1)$$

$$= 3$$

Level of significance = 10% (because of biased nature of my data)

Table value $\chi^2 = 6.25$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is, Training was given for improvement of work.

Q.3. Are you satisfied by on the job training program that you received in your organization?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Satisfied by on the job training program.

Ha1: Not satisfied by on the job training program.

Suggestions for improvement of training programme

	seniors	Workers	Total
Fully	18	13	31
to some extent	4	6	10
not satisfied	1	0	1
Total	23	19	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
18	23*32/42=16.97	(18-16.97) ² =1.0609	1.0609/16.97=0.063
13	19*31/42=14.02	(13-14.02) ² =1.0404	1.0404/14.02=0.074
4	23*10/42=5.48	(4-5.48) ² =2.1904	2.1904/5.48=0.4
6	19*10/42= 4.52	(6-4.52) ² =2.1904	2.1904/4.52=0.5
1	23*1/42=0.55	(1-0.55) ² =0.2025	0.2025/0.55=0.37
0	19*1/42=0.45	(0-0.2.25) ² =0.2025	0.2025/0.45=0.45
			=1.857

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (3-1) (2-1)$$

$$=2*1 = 2$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10,2} = 4.60$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is, satisfied by on the job training program.

Q.4. Do you think that short- term on- the -job training programme is more effective than long term?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Yes, short term on-the-job training programme is more effective than long term.

Ha1: No, short term on-the-job training programme is more effective than long term.

Suggestions for improvement of training programme

	seniors	Workers	Total
yes	19	16	35
no	3	3	9
cannot say	1	0	1
total	23	19	45

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
19	23*35/45 = 17.9	(19-17.9) ² = 1.21	1.21/17.9 = 0.0676
16	19*35/45 = 14.8	(16-14.8) ² = 1.44	1.44/14.8= 0.098
3	23*9/45 = 4.6	(3-4.6) ² = 2.56	2.56/4.6= 0.56
3	19*9/45 = 3.8	(3-3.8) ² = 0.64	0.64/3.8= 0.17
1	23*1/45 = 0.51	(1-0.51) ² = 0.2401	0.2401/0.51= 0.4707
0	19*1/45 = 0.42	(0-0.42) ² = 0.81	0.81/0.42= 0.43
			1.7963

Degree of freedom = (Number of rows-1)(number of columns-1)

$$= (3-1) (2-1)$$

$$=2*1 = 2$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10,2} = 2.71$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is,. Yes, short term on-the-job training programme is more effective than long term.

Q.5. Do you feel that training helped you to understand the goals of your organization?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Yes, the training helped people to understand the goals of their organization.

Ha1: No, the training helped people to understand the goals of their organization.

Suggestions for improvement of training programme

	seniors	Workers	Total
yes	21	18	39
no	0	0	0
To some extent	2	1	3
total	23	19	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
21	$23*39/42 = 21.36$	$(21-21.36) = 1.296$	$1.296/21.36 = 0.0606$
18	$19*39/42 = 17.64$	$(18-17.64) = 0.1296$	$0.1296/17.64 = 0.0073$
0	$23*0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
0	$19*0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
2	$23 *3/42 = 1.634$	$(2 - 1.634) = 0.13$	$0.13/1.634 = 0.0791$
1	$9*3/42 = 1.36$	$(1- 1.36) = 1.296$	$1.296/ 1.36 = 0.095$
			$= 0.954$

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (3-1) (2-1)$$

$$=2*1 = 2$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10,2} = 2.71$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is yes, the training helped people to understand the goals of their organization.

Q.6. If agree, then what where the significant point in the training programme?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Duration was quite good.

Ha1: The training duration was least preferred as compared to other points.

Suggestions for improvement of training programme

	seniors	Workers	Total
On the job and off the job were balanced	17	14	31
Trainer was quite good	3	4	7
Duration was very good	3	1	4
Attaching the training to a senior person	0	0	0
Others	3	0	3
		19	45

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
17	26*31/45 =17.91	(17-17.91) ² = 0.828	0.828/17.91= 0.046
14	19*31/45 =13.08	(14-13.08) ² = 0.8464	0.8464/13.08 = 0.065
3	26*7/45 =4.04	(3-4.04) ² =1.0816	1.0816/4.04 = 0.27
4	19*7/45 =2.95	(4-2.95) ² = 1.1025	1.1025/2.95 = 0.3737
3	26 *4/45 = 2.31	(3-2.31) ² =0.476	0.476/2.31 =0.2061
1	19 *4/45 =1.68	(1-1.68) ² =0.4624	0.4624/ 1.68 = 0.2752
0	26*0/45 =0	(0-0) ² =0	0/0 =0
0	19*0/45 =0	(0-0) ² =0	0/0 =0
3	26*3/45 =1.73	(3-1.73) ² =1.613	1.613/1.73 = 0.932
0	19*3/45 =1.26	(0-1.26) ² =1.58	1.58/1.26 = 1.26
			= 3.428

Degree of freedom = (Number of rows-1)(number of columns-1)

$$= (5-1) (2-1)$$

$$=4*1 = 4$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.1,4} = 7.78$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is Duration was quite good.

Q.7. Do you think that on the job training helps managers to communicate a clear sense direction of organizations to its employees?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Yes, on the job training helps managers to communicate a clear sense direction of organizations to its employees.

Ha1: No, on the job training helps managers to communicate a clear sense direction of organizations to its employees

Suggestions for improvement of training programme

	Seniors	Workers	Total
Yes, fully	15	13	28
To some extent	8	6	14
Disagree	0	0	0
TOTAL	23	19	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
15	23*28/42 = 15.33	(15-15.33) ² = 0.108	0.108/15.33=0.007
13	19*28/42 =19	(13-19) ² = 36	36/19= 1.809
8	23*14/42 = 7.6	(8-7.6) ² = 0.16	0.16/7.6= 0.021
6	19*14/42 =6.33	(6-6.33) ² = 0.1089	0.1089/6.33 =0.0172
0	23*0/42 = 0	(0-0) ² = 0	0/0= 0
0	19*0/42 = 0	(0-0) ² = 0	0/0 =0
			=1.9352

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (3-1) (2-1)$$

$$= 2*1 = 2$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10, 2} = 4.60$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is yes, on the job training helps managers to communicate a clear sense direction of organizations to its employees

Q.8. Do you think that training goals and organizational objectives are linked?

Ans. In response to the above question, the chi square analysis is as follows:

H₀: training goals and organizational objectives are linked.

H_a: training goals and organizational objectives are not linked

Suggestions for improvement of training programme

	Seniors	Workers	Total
Disagree	0	0	0
Strongly disagree	0	0	0
Agree	19	23	42
Strongly agree	0	0	0
	19	23	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
0	19*0/42=0	(0-0) ² = 0	0/0=0
0	23*0/42=0	(0-0) ² =0	0/0=0
0	19*0/42=0	(0-0) ² =0	0/0=0
0	23*0/42=0	(0-0) ² =0	0/0=0
19	19*42/42=19	(19-19) ² =0	0/19=0
23	23*42/42=23	(23-23) ² =0	0/23=0
0	19*0/42=0	(0-0) ² =0	0/0=0
0	23*0/42= 0	(0-0) ² = 0	0/0=0
			= 0

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (4-1) (2-1)$$

$$= 3*1 = 3$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10,3} = 6.25$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is, training goals and organizational objectives are linked

Q.9. Do you consider that training is linked to your job performance?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Training was linked to your job performance

Ha1: Training was not linked to your job performance

Suggestions for improvement of training programme

	Seniors	Workers	Total
Disagree	1	0	1
Strongly disagree	0	0	0
Agree	22	19	41
Strongly agree	0	0	0
	23	19	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
1	$23 \times 1/42 = 0.54$	$(1-0.54) = 0.2116$	$0.2116/0.54 = 0.392$
0	$19 \times 1/42 = 0.452$	$(0-0.452) = 0.204$	$0.204/0.452 = 0.452$
0	$23 \times 0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
0	$19 \times 0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
22	$23 \times 41/42 = 22.45$	$(22-22.45) = 0.2025$	$0.2025/22.45 = 0.009$
19	$19 \times 41/42 = 18.54$	$(19-18.54) = 0.216$	$0.216/18.54 = 0.0114$
0	$23 \times 0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
0	$19 \times 0/42 = 0$	$(0-0) = 0$	$0/0 = 0$
			$= 0.8644$

Degree of freedom = (Number of rows-1)(number of columns-1)

$$= (4-1) (2-1)$$

$$= 3 \times 1 = 3$$

Level of significance = 10% (because of biased nature of my data)

Table value $\chi^2 = 6.25$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is, training is linked to your job performance.

Q.10. Do you think that training makes employees more effective?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Training makes employees more effective

Ha1: Training do not makes employees more effective

Suggestions for improvement of training programme

	Seniors	Workers	Total
Disagree	2	0	2
Strongly disagree	0	0	0
Agree	16	17	33
Strongly agree	5	2	7
	23	19	42

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
2	$23 \times 2/42 = 1.095$	$(2-1.095)^2 = 0.819$	$0.819/1.095 = 0.751$
0	$19 \times 2/42 = 0.905$	$(0-0.905)^2 = 0.82$	$0.82/0.905 = 0.906$
0	$23 \times 0/42 = 0$	$(0-0)^2 = 0$	$0/0 = 0$
0	$19 \times 0/42 = 0$	$(0-0)^2 = 0$	$0/0 = 0$
16	$23 \times 33/42 = 18.072$	$(16-18.072)^2 = 4.28$	$4.28/18.072 = 0.24$
17	$19 \times 33/42 = 14.92$	$(17-14.92)^2 = 4.32$	$4.32/14.92 = 0.29$
5	$23 \times 7/42 = 3.83$	$(5-3.83)^2 = 1.37$	$1.37/3.83 = 0.36$
2	$19 \times 7/42 = 3.16$	$(2-3.16)^2 = 1.35$	$1.35/3.16 = 0.43$
			$= 2.977$

Degree of freedom = (Number of rows-1)(number of columns-1)

$$= (4-1) (2-1)$$

$$= 3*1 = 3$$

Level of significance= 10% (because of biased nature of my data)

Table value $\chi^2_{0.10,3} = 6.25$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is training makes employees more effective

Q.11. what is your suggestion to improve the training programme?

Ans. In response to the above question, the chi square analysis is as follows:

Ho1: Attaching the person to senior person

Ha1: The training has to be improved on other points other than attaching a person to other person

Suggestions for improvement of training programme

	seniors	Workers	Total
More experienced trainers	3	1	4
Proper balance between on-the-job and off-the-job	16	13	29
Attaching the person to senior person	1	0	1
Duration has to be included	0	3	3
Specific nature of training pertaining to job	7	5	12
Other	0	0	0
	27	22	49

Observed frequency(O)	Expected frequency(E)	(O-E) ²	(O-E) ² /E
3	$27*4/49=2.204$	$(3-2.204)^2=0.634$	$0.634/2.204=0.287$
1	$22*4/49=1.79$	$(1-1.79)^2=0.62$	$0.62/1.79=0.35$
16	$27*29/49=15.97$	$(16-15.97)^2=0.0009$	$0.0009/15.97=0.00006$
13	$22*29/49=13.02$	$(13-13.02)^2=0.0004$	$0.0004/13.02=0.00003$
1	$27*1/49=0.55$	$(1-0.55)^2=0.2025$	$0.2025/0.55=0.37$
0	$22*1/49=0.45$	$(0-0.45)^2=0.2025$	$0.2025/0.45=0.45$
0	$27*3/49=1.653$	$(0-1.653)^2=2.732$	$2.732/1.653=1.652$
3	$22*3/49=1.34$	$(3-1.34)^2=2.75$	$2.75/1.34=2.0522$
7	$27*12/49=6.61$	$(7-6.61)^2=0.1521$	$0.1521/6.61=0.023$
5	$22*12/49=5.38$	$(5-5.38)^2=0.144$	$0.144/5.38=0.027$
0	$27*0/49=0$	$(0-0)^2=0$	$0/0=0$
0	$22*0/49=0$	$(0-0)^2=0$	$0/0=0$

Degree of freedom = (Number of rows-1) (number of columns-1)

$$= (6-1) (2-1)$$

$$= 5*1 = 5$$

Level of significance= 10% (because of biased nature of my data)

Table value $F_{(5,1)} = 9.24$

Analysis

Since, calculated value is less than table value, null hypothesis for this question is approved. That is Attaching the person to senior person

Findings

- Training was attended by most of the people in the organization.
- Most of the time training was for the purpose of improvement in work performance.
- Employee were fully satisfied by on the job training programme given by the organization.
- Employee were more satisfied by short term training programme than long term training programme.
- Training helped the employee to understand the goals of their organization.
- Employees were satisfied by the time duration of training.
- Managers were able to convey organizational goals and directions to their employee through training in better and clear way.
- Employees were satisfied by the training because organization goals and training objectives both are linked so that they can easily understand their work.
- Training was linked to employee performance.
- Training make employees more effective so that they can perform their work in effective way.
- Training was more beneficial when it was attached to some senior and experienced person.

Conclusion

From the survey it has been concluded that training plays an important role in the organization; it helps in empowering knowledge, skills, competencies, productivity and performance.

The most important impact of training that has been found is for the improvement of work performance of the employee working in the organization as it helped them to understand the goals effectively.

Understanding towards their work has been enhanced and this in turn had led to the better job satisfaction of an employee. Short term training were given more importance and satisfaction than long term training. Since organizational goal and training objectives both were interlinked. This led to better job satisfaction that arose out of training.

Training has been helpful in all kind of hierarchy as managers were able to convey organizational goals to their employee in an effective manner. Also when training was linked to some senior person with more experience it was found that employee showed more interest in attending the training