A STUDY ON EMPLOYEE PERCEPTION AND TRAINING IN LTI MINDTREE WITH REFERENCE TO CHENNAI, TAMILNADU

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Abstract—*This study delves into the dynamics of employee perception and training effectiveness within LTI Mindtree, with a specific focus on its Chennai operations. Utilizing a mixed-methods approach, including surveys, interviews, and organizational data analysis, the research examines the interplay between employee perceptions of training initiatives and their subsequent impact on engagement, skill development, and overall organizational performance. Results underscore the pivotal role of employee perception in shaping the success of training programs, highlighting the need for tailored and contextualized approaches to training design and delivery. Furthermore, the study identifies key factors influencing employee perception, such as program relevance, accessibility, and managerial support. Insights derived from this study provide actionable recommendations for HR practitioners and organizational leaders seeking to optimize training strategies and cultivate a positive training culture within their respective contexts, ultimately fostering enhanced employee satisfaction, productivity, and retention.*

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1. INTRODUCTION

The level of knowledge and skills of the existing manpower and their level of commitment toward achieving corporate goals is the measure of critical distinctive competence of a firm. According to Thang (2019) human resource capital is a basic source to achieve competitive advantage. Human capital is neither duplicated nor bought in the market. Training can provide abilities, knowledge and skills that enhance individual performance and it ultimately leads to organizational performance.

Prominent business leaders acknowledge that human resources are to be more carefully nurtured than ever before, just as with any other capital resources of a firm. Senyucel's (2018) sees HRM as a combination of people-centred management practices that recognize employees as assets and are geared toward creating and maintaining a skilful and committed workforce for achieving organizational goals. Contemporary progressive business philosophy advises that the expenditure of the employees' salary sheet should be considered an investment rather than a cost.

Training is said to be the acquisition of knowledge of skills, and the competencies. It has specific goals of improving one's knowledge, skills and their capacity, capability, performance and their productivity. It is said that observers of labour market has clearly mentioned, more than initial qualifications for a work, to upgrade and update skills. Vigorous training and development should be three in the organization. Thus the training and development is the branch of human resource function. It is said that only training & development is much important because it leads to an maximum utilization of all the sum of firm. Thus the skills which were utilized by the human resource of firm can increase in output, quality improvement at the company.

It clearly focuses on the importance and effectiveness of training and development which play a vital role in effectiveness of organization and university. To enhance the working atmosphere with the positive attitude. Ensuring the effectiveness of training session with the updated techniques in soft skills behavioural approach.

1.2 STATEMENT OF PROBLEM

Employee perception and employee Training play vital role in any given organizations in the modern-day. It is aimed at preparing employees for future or current jobs. The efficiency and productivity of the firm can be increased considerably with right training methods. This is the reason why HR department gives Training such a huge importance. So it is essential that we conduct studies and experiment s to improvise our training methods. The motive behind this study is to understand the effectiveness of training and development programs on the employees of LTI Mid-Tree limited at Chennai. The training cannot be measured directly but the change in attitude and behaviour that occurs as a result of training. By studying and analysing the response of employees regarding training, we can make scientific conclusions, which is the core idea of this study. Problem Statement The intention of this research is to analyse and evaluate the effectiveness of training process in LTI Mid-Tree limited at Chennai.

2. OBJECTIVES OF STUDY

Employee perception and Training of Employees Finding is the main objective of this project report and some of the sub-objective in this report.

They are:

- To know the effectiveness of the training programme conducted by the company.

- To know whether employees are aware about their responsibilities and authorities or not.

- To improve organizational climate and increase the morale of employees.

- To know whether training programme is conducted successfully or not.

- To know about the work culture of the organization.

3. SCOPE OF THE STUDY

The Training and perception of any organisation depends on the employees. For organisational productivity training and development assumes great significance. The study is conducted to know the level of knowledge and skills given to the employees in the organization. This will help the management to know the satisfaction levels of employees and they can take measures to increase productivity. This study may help the management students to prepare their own report.

4. LIMITATIONS OF THE STUDY

The present study is limited to many aspects. Providing information about Training and Development is the outcome of various variables. It is not possible to take in to consideration each and every criterion in this study.

1. Some of the information given by the respondents may be bias.

2. Could not able to collect the information from all the employees of organization because of busy schedule of employees.

3. The Questions that are asked being personal, some of them hesitated to answer it.

4. Analysis is done on the assumption that respondents have given correct information through the Questionnaires.

5.REVIEW OF LITERATURE

Dr T.N. Murthy (2015) "Perception and Attitude of Employees Towards Training and Development in Sector Units" basically focused on understanding training practices followed in the company, employee attitude toward the same and whether it is leading to employee motivation or not. Outcome of the study stated that training had a positive impact on mind-set of employees for performing better at workplace. It enhanced their self-confidence and helped them streamline their efforts in line with changing industrial needs.

Debra, L Truitt (2015) Study is based on incumbent on training and development professionals to design implement and evaluate the effectiveness of their programs in reducing dispute at workplace, performance. Study explores relationship between training experiences and attitude about perceived job proficiency. Outcome of the study stated that employees who attend training program had positive attitude towards the job and performed better than employees who did not undergo training program

Md Arifur Rahman (2015) Study laid emphasis on understanding employees' perception about training program practiced in their organization. Outcome of the study stated that objectives of the program were not communicated in advance to the employees, methods used during the training program were obsolete which would not help employees to update their knowledge with recent trends in the industry, if similar practices would continue in the company it may lead to lack of motivation among the employees about the concept of training program and scope of T & D would be just confined to routine process in the company

Narayan and Johnson (2016), Relationships were examined between prior experience with training, goal orientation, gender and training attitudes. Participants (n = 165) had a minimum of six months of work experience. Results from regression analysis indicated that mastery approach goal orientation had a beneficial effect on training attitudes for men but not for women. In addition, prior experience with training had a beneficial effect on training attitudes, and women had more favourable attitudes than men. The results provide initial evidence that gender moderates goal orientation effects in training contexts

Irwin L. Goldstein (2016), Training for Organizations by O'Conner, Brunner and Delaney appealed to me the most as it gave good insight into Training Needs Assessment and Training Evaluation criteria. The authors also brought out very subtle yet important understanding of training. For effective training to take place, it is essential that one understands learning theory not merely as a set of buzz words and jargon, but how different theories can contribute to successful learning

Moses (2016) observed that companies can no longer guarantee employees promotions to the top, it is important that training and development help employees with career planning and skills development. Some organization fear that career planning will communicate to employees that their jobs are at risk, but it can be framed differently to communicated that they are willing to invest in helping employees reach their potential

Christine Bell (2017), The purpose of the paper was to examine the use of employee volunteering programs to develop leadership skills. During the study it was found that employee volunteering programs provide a potentially rich source of learning for team leaders and other volunteers. Such a strategy can encourage employees to recognize learning opportunities for their own leadership skills

(**Aguinis & Kraiger, 2017**) Training and development is also defined as the planned process by an organization to train and develop its employees through activities toward acquiring new knowledge or skill to improve personal growth of its employees and the improvement in the efficiency and effectiveness of an organization. The positive impact of training and development is most likely to reduce the possibility of failure and increase performance, skill base and develop the level of competence in employees

Sultana. A, et.al. (2019), conducted in telecom sector of Pakistan, states the R^2 as .501 which means that 50.1% of variation in employee performance is brought by training programs. Further, the T-value was 8.58 that explains training is good predictor of employee performance

R.L. Beck (2019) Through training, people can gather new information, learn new methodologies and refresh their existing knowledge and skills. As a result of this, there may be improvements and adding up to the effectiveness at work in an employee who has received appropriate training. The idea behind imparting training is to create an impact that lasts well beyond the end time of the training period itself, and allows employee to get updated with the new-found knowledge, skills or ability.

Theresa Selfa et al (2019) it is pertinent to understand the need to institute a training cycle which would systematically help organizations to develop a training calendar, based on real assessment of training needs of various employees (both remedial and developmental), transferable at a later stage in their own work situation, thereby, benefiting both the employee and the organization to help them in achieving their goals in an optimal level. Development of a structured training cycle involves the following actions to be taken by the organization, as a systematic approach

Smith and Araujo (2020) opined in this context that, the emergence of the concept of organizational learning is central on the hitherto idea that prior advocacies of learning are oriented towards achievement of commercial gains and, therefore, lack empirical information on learning processes. As such, organizational learning can be best utilized when employees are given adequate and appropriate training and / are developed through a structured and systematic identification of training needs

Sims (2020) opined in this context that training focuses on present jobs while development prepares employees for possible future jobs. Basically, the objective of training and development is to contribute to the organization's overall

goal. Closing the skills gap is now a major concern for human resource development in organizations to penetrate the market in a continuous basis. Skills gap affects the productivity and competitiveness, both in organizational and operational levels in a negative fashion. Therefore, organizations need to invest on training its workforce right from the point of on-boarding and at various point in their careers

R. Benciniet al (2020) need to address the problem in terms of developing a policy for enhancement of human capital as part of their life-long process of learning while in their jobs. The training programs need to focus on skills enhancement and development assignments at its core along with emphasis on empowerment and career development in their learning agenda. This focus on life-long learning philosophy becoming a part of the organizational policy forms the bedrock of training system, which guide organizations to make on-going investment on training for organizational members to help them build their competencies

F.Boland et al (2021) The most effectively designed training program offer employees an opportunity to maximize their potential through self-directed training and development. By identifying their own needs, creating their individual learning plans and seeking learning opportunities, employees are propelled toward accepting self-responsibility for their learning process. They are also encouraged to apply the learned concepts at work to achieve success in their workplaces and contribute to the achievement of their goals and those of the organization.

 (**Suhasini & Suganthalakshmi, 2021**) sophisticated version is termed as virtual reality (VR). Computer simulation in the form of virtual reality often requires the trainees to wear specialized equipment and interact with objects in a virtual environment that will be a replica of the actual environment in which they would be required to handle the actual equipment. Though this experience of learning is very similar to the performance desired in actual job situation, it can be a costly proposition for the company using this technique for training.

(**Suhasini & Suganthalakshmi, 2021**) While the classroom-based training will still remain, its role will be shared with technology based learning, mobile learning and on the job workplace learning. The challenge for learning managers will be to coordinate various inputs from all these various forms of learning. For the past years, organisations have been subjected to considerable hype about technology based training. Predictions that web based learning would take 90% of corporate training have not simply panned out. Rather, classroom learning and technology based learning often coexist in the formulation known as blended learning

(**Cole, 2022**). Importantly, the level of education, knowledge and skills of those implementing the training activities also determine the quality of the training. Some organisations do not have clearly defined training and development plans and policies, while others have clear plans which start from identifying trainee needs, designing the training activities, facilitating and monitoring and evaluating the training activities. All these affect the quality of the training and development. Given this background, this study sought to explore how training and development practices affect employee performance. The study thus explored employees‟ perceptions of the training and development systems in their organisations.

Evans et al., 2022). It is therefore every organisation‟s responsibility to ensure the maximum performance of its employees, of which the implementation of training and development processes is a step towards achieving that objective. Employees are a critical component of every organisation, it is therefore essential to optimise their contributions towards the organisation‟s goals in order to sustain effective employee performance. This implies that organisational management should ensure that competent staff are employed and are willing to enhance their careers through training and development

(**Armstrong, 2022**) development as the realisation of skills, knowledge and behaviours that advance the employees‟ aptitude to face changes in the needs of their jobs, as well as the ability to meet client and customer demands. Training thus entails pre-arranged efforts towards enhancing the learning of job related skills, knowledge and behaviour of employees (Noe et al., 2008: 267). Employee learning is therefore a long-lasting and continuous process through which employees acquire and accumulate new skills, attitudes, behaviours, capabilities and knowledge

(**Paradise, 2023**) In the current society, training and development also includes the potential to encourage entrepreneurship, to introduce change to employees, to help them change their attitudes, to actively engage them in essential decision making processes (Paradise, 2007). Therefore, it cannot be adequate for the employees to simply add value to organisations based on their already existing knowledge, but they should also acquire new knowledge Employees should give as much knowledge as they receive from the organisation. This highlights the fact that financial incentives alone are not enough for employees; they also require investment into themselves in terms of their knowledge.

Kleiman, 2023) These aspects are beneficial to both the employees and the organisation. It is the role of the organisation to ensure that employees are in possession of the necessary skills, knowledge and abilities for them to be able to effectively execute their tasks in the organisation. It is also important to ensure that the skills, knowledge and abilities must be at the same level with the demands of the job (Reed & Vakola, 2006). In that regard, organisations should provide employees with the opportunities to enhance their knowledge, skills and abilities in order for them to remain competitive in the corporate world. Unfortunately, many organisations fail to commit to this ideal, resulting in some employees leaving the organisations because of lack of career development

(**Kanki, Helmreich & Anca, 2023**) Training and development systems have both long and short term benefits to both and the individual and the organisation. Individual benefits include the ability to effectively perform the tasks at hand, the accumulation of knowledge skills necessary for their specific jobs and the intrinsic motivation and stimulation (Keith & Frese, 2008). For the organisation, benefits include the attainment of organisational objectives, which will eventually put the organisation in a more competitive position. Other benefits include better productivity, increased employee performance lower employee turnover, among other things

6.RESEARCH METHODOLOGY

Research methodology is a way to systematically solve research problem, it may be understood as a science of studying how research is done scientifically. A structured questionnaire was prepared and the feedback from the employees was obtained. Methodology as the name suggests is the method through which the problem or the situation is tackled. It involves a lot of factor like the research design, sample size, segment, techniques of sampling, tools used etc., all the steps and factors put together to bring out a clear and accurate results.

RESEARCH DESIGN

"A Research Design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in procedure". The research design adopted for the studies is descriptive design. The researcher has to describe the present situation in order to know the behaviour of the consumers. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening.

DATA COLLECTION

Primary Data

The primary data was collected from the respondents by administering a structured questionnaire and also through observations, interviews and discussion with management team

Secondary Data

Apart from primary data, the secondary data is being collected through Text book, records of LTI Mid-Tree at Chennai, Journals from Library, Academic Reports, and Internet is used for the study.

SAMPLING:

Sample Population: There are totally 350 employees working in the organization

Sample Size: Out of the total population, the sample taken among workers .i.e., 120 respondents

Sampling Area: The research was conducted at LTI Mid-Tree at Chennai.

Sample Method: The research was made by the survey in accordance to the convenience of the employees. So the sample type is convenient sampling.

STATISTICAL TEST & TOOLS USED

- Simple Percentage analysis
- Chi-square analysis
- Correlation analysis
- Anova analysis

7. FINDINGS

1. Majority 52.5% of the respondents are male category.

2. Majority 65.8% of the respondents are age group between 30-39 years.

3. Majority 33.3% of the respondents are HSS qualification.

4. Majority 77.5% of the respondents are married person.

5. Majority 59.2% of the respondents are monthly earning of Below Rs.10,000.

6. Majority 45.0% of the respondents are between 2-4 years' experience

7. Majority 24.2% of the respondents are Training course is Reduce work stress.

8. Majority 30.0% of the respondents are Provide performance.

9. Majority 27.5% of the respondents are Quality Training provide.

10. Majority 74.2% of the respondents are Provide Exposed Training.

11. Majority 24.2% of the respondents are Monthly Technical Training provide.

12. Majority 34.2% of the respondents are Agree that Needs of Regular Training.

13. Majority 35.8% of the respondents are Agree that Training selected.

14. Majority 33.3% of the respondents are Agree that Skilled employees.

15. Majority 37.5% of the respondents are Agree that Training helps to achieve goals.

16. Majority 40.0% of the respondents are Agree that enough practice and knowledge.

17. Majority 38.3% of the respondents are agreeing that Training helps to improve knowledge and skills.

18. Majority 39.2% of the respondents are senior staff given training.

19. Majority 24.2% of the respondents are Working unit format.

20. Majority 34.2% of the respondents are Agree that Training Develop our requirement.

21. Majority 38.3% of the respondents are Agree that Skilled and Abilities.

8. SUGGESTION

1. Employees must be motivated to take up Training Programmes regularly to update their skills and learn new technique to perform their work effectively and efficiently.

2. Objectives of the training programme must be in line with the need of the trainees and must be clearly explained to them and so that they can be easily attained.

3. Training Programme must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.

4. Trainers must extend their personal care and concern to create a friendly atmosphere and always be ready to help the trainees in difficult situation.

5. Organization must take efforts to see that trainees are provided with the best of facilities bringing in new improvement with every training programme.

6. There should be closed interaction of the training catalyst and the trainees in a periodical interval so as to make the training inputs more effective.

7. Entertainment Programme should undertake during training periods in order to reduce monotony of the trainees.

8. Faculty Member from outside the company should be brought for specialized programmes.

9. CONCLUSION

The Study throws light on the limitations on employee perception and training being conducted in LTI Mid-Tree at Chennai. Based on the findings, the management can redesign and develop new modules in the training and development programme, so that ultimately the resources of employees are utilized at optimum level. Training is an incomparable resource among the resources of the universe "no training development". Therefore, training and development is a part of any organization in the world.

The new Millennium will be one of knowledge and competition. The firm shall therefore endeavour to make every employees job an existing one with adequate opportunities for personal development. Whenever a need for knowledge request arises in the system the organization should take steps to update the knowledge and skill of the employees by organizing training programmes. Employee perception and training evaluation strategies are required to measure change in individual, and team in respect of organizational efficiency and effectiveness.

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