



**A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT
IN FLOWSERVE INDIA CONTROLS LTD**

By

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A PROJECT REPORT

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BONAFIDE CERTIFICATE

Certified that this project report titled, “**Effectiveness of training and development in Flowserve India controls ltd**” is the bonafide work of Mr. K.Gowri Shankar (1120400032) who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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I hereby declare that this project report entitled '**A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN FLOWSERVE INDIA CONTROLS LTD, COIMBATORE**' has been undertaken for academic purposes submitted to Anna University in partial fulfillment of the requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of **Ms. Deepa Manickam, Assistant Professor** during the academic year 2011-2012.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

DATE;

PLACE;

GOWRI SHANKAR.K

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N .Mahalingam and Management** for the prime guiding spirit of Kumaraguru college of technology.

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A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT
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CHAPTER I

1.1 ABSTRACT:

The present study seeks to measure the effectiveness of a major Executive training program offered to 100 employees of the manufacturing department who attended the training program in an organization which is one of the world's leading supplier of pumps, valves, seals, automation, and services to the power, oil, gas, chemical and other industries, in Coimbatore. Headquartered in Irving, Texas, which is a suburb of Dallas, Texas. Kirkpatrick's model was used as the measuring tool to evaluate the effectiveness of the training program in four levels (reaction, learning, behavior and results).

This paper focuses on trainees' reactions to the training program (i.e., its materials and instructors) the level of skills and knowledge gained from the program(learning), impact of training program on behavior of employees (behavior) and impact of training program on business results (results) as the primary measures for effectiveness. Chi square test was carried out in order to analyze whether there is any association between the training programs and the performance of the trainees. Results of this analysis indicated that reactions to the training program were significantly positive & the skills and knowledge of the trainees increased as a result of the training. The findings also revealed that the perceived training usefulness and trainees' effort to gain skills and knowledge could serve as significant variables in explaining training effectiveness.

Keywords: Training Effectiveness, Employee skills, Chi Square Test,
Training usefulness

1.2 INTRODUCTION:

Manufacturing confronts a negative public image. Characteristic notions that are synonymous with this industry include: low pay, no scope for growth and so on. Consequently, few highly skilled workers seriously consider manufacturing careers. But now the general perception is changing dramatically. Apart from providing a more structured career growth path, one of the reasons for this change in the mindset would be the nature of training and coaching provided to new entrants once they are taken on board. Employers are quickly realizing that the quality of their manpower is directly proportional to the final bottom line, bringing forward the need to train and coach employees appropriately.

While an assessment process and competency-based interviews help identify talent, coaching and training are initiatives that aim at grooming and nurturing the talent. Training provides theoretical support to an individual development whereas coaching provides a more practical and personal form of support. The combination of both creates a powerful foundation stone for future development and potential identification. Every organization has different processes, and at times, a different approach to work as well, leading to the need for process-driven training and coaching to facilitate relevant learning. Most hires may have the theoretical knowledge required for the job, but they need to be taught the tricks of applying that knowledge in the fashion that best suits the process.

A company-specific structured training program is extremely essential. Fresh engineers recruited straight off campuses cannot be put on the job straight away, as they have very little knowledge about the actual dynamics at shop floor level. They need to be introduced to Engineering Management skills in a systematic manner.

The manufacturing industry also boasts about the fact that it provides its workforce with competency enhancement training. This ensures that they become competent to take up different roles in the organization and have an insight into various managerial soft skills, which are almost as essential as the technical ones. Training programs have been put in place to address competency development at various levels by leading

engineering companies like TKII, L&T and Essar. They are customized taking data from Assessment center reports and from interactions with domain experts in the area. Faculty members from reputed institutes conduct these programs on a regular basis. Programs like Leading high performance teams, Resource Optimization, Risk management, Project management etc have been put together to address managerial competencies by these leading companies.

The one important resource that can build and transform any organization is its human resources. And this makes it essential to groom once workforce in order to ensure that maximum productivity is generated. In the fiercely competitive market, one can actually score above others if once workforce is well equipped and trained appropriately to meet industry requirements.

TRAINING

Training is concerned with imparting developing specific skills for a particular purpose. Training is the act of increasing the skills of an employees for doing a particular job. Training is the process of learning a sequence of programmed behaviour. In earlier practice, training programme focused more on preparation for improved performance in particular job. Most of the trainees used to be from operative levels like mechanics, machines operators and other kinds of skilled workers. When the problems of supervision increased, the step were taken to train supervisors for better supervision.

DEVELOPMENT

Management development is all those activities and programme when recognized and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments. Thus, management development is a combination of various training programme, though some kind of training is necessary, it is the overall development of the competency of managerial personal in the light of the present requirement as well as the future requirement. Development an activity designed to

improve the performance of existing managers and to provide for a planned growth of managers to meet future organizational requirements is management development.

Management development is based on following on assumptions.

1. Management development is a continuous process. It is not one shot programme but continues though out the career of a manager.
2. Management development is any kind of learning, is based on the assumption that there, always existing a gape between an individual's performance and his potential for the performance.
3. Management development seldom takes place in completely peaceful and relaxed atmosphere.
4. Management development requires clear setting of goals.
5. Management development required conducive environment.

1.3 INDUSTRY PROFILE:-

The **Flowserve Corporation** (NYSE: FLS) is a world leading supplier of pumps, valves, seals, automation, and services to the power, oil, gas, chemical and other industries. Headquartered in Irving, Texas, which is a suburb of Dallas, Texas, Flowserve has over 15,000 employees in more than 50 countries. Flowserve sells products and offers aftermarket services to some of the world's leading engineering and construction firms, original equipment manufacturers, distributors and end users. The Flowserve brand named originated in 1997 with a merger of BW/IP and Durco International.

On August 21, 2007, Flowserve Corporation was recognized by CIO Magazine as one of the 2007 CIO 100 Award Honorees.

History

Flowserve heritage dates back to the 1790 founding of Simpson & Thompson, later to become Worthington Simpson Pumps, one of the companies that became part of

BW/IP. The company was created in 1997 with the merger of two fluid motion and control companies – BW/IP and Durco International. Over the years, Flowserve has evolved through organic growth and strategic acquisitions. The 220-year history of Flowserve heritage brands serves as the foundation for the breadth and depth of Flowserve products and services today.

The most recent additions to the Flowserve family include HydroTechnik Olomouc in 2006,^[3] Sealing Systems in 2007,^[4] Calder Ag in 2009^[5] and Valbart Srl in 2010.^[6] In October 2011 Flowserve acquired Lawrence Pumps Inc.

Flowserve heritage brands

Flowserve comprises over 48 fluid motion and control products. They are in alphabetical order: ACEC Centrifugal, Accord, Aldrich, Anchor Darling, Argus, Atomac, Automax, BW Seals, Byron Jackson, Cameron, DuraClear, Durametallic, Durco, Edward, Five Star Seals, Flowserve, Gestra, IDP, Interseal, Jeumont-Schneider, Kammer, Limitorque, Logix, McCANNA/MARPAC, NAF, NAVAL, Noble Alloy, Norbro, Nordstrom, PMV, Pac-Seal, Pacific, Pacific Wietz, Pleuger, Polyvalve, Schmidt Armaturen, Scienco, Serck Audco, Sier-Bath Rotary, TKL, United Centrifugal, Valtek, Valtek EMA, Vogt, Western Land Roller, Wilson-Snyder, Worcester Controls, Worthington.

Flowserve acquisitions

Flowserve has grown through mergers and acquisitions.

- Acquisitions under Flowserve Corporation
 - 1997 - Merger of BW/IP and Durco International (Formation of brand name Flowserve)
 - 1997 - Stork Engineered Pumps
 - 2000 - Ingersoll-Dresser Pumps (IDP)
 - 2000 - Invatec
 - 2000 - Ecoon
 - 2002 - Invensys Flow Control

- 2004 - Thompsons Kelly & Lewis (TKL)
- 2005 - Interseal
- 2006 - HydroTechnik
- 2007 - MF Sealing Systems
- 2009 - Calder AG
- 2010 - Valbart Srl
- 2011 - Lawrence Pumps Inc.

Industries served

- Oil & Gas
 - Production, Refining, Pipeline, Gas Processing
- Power Generation
 - Nuclear Power, Combine Cycle, Conventional Boiler
- Chemical Processing
 - Acid Transfer, Caustic and Chlor-Alkali, Pharmaceuticals, Polymers, Slurry Processing, Solvents, Volatile Organic Compounds, Waste Processing, Auxiliary
- Water Resources
 - Water Supply and Distribution, Water Treatment, Desalination, Flood Control, Ground Water Development and Irrigation, Wastewater Collection and Treatment, Snowmaking
- General Industry
 - Mining, Primary Metals, Pulp and Paper

Corporate governance

In July 2005, Flowserve underwent a leadership change. The board of directors announced Lewis M. Kling, COO at the time, as the new president, CEO, and a member of the board of directors. On May 30, 2007 Kling's employment agreement was extended until February 28, 2010. Lewis M. King announced his retirement at the end of the upon agreement in February 2010. King was elected Vice Chairman of the Board

effective October 1, 2009. Mark Blinn succeeded King as CEO. Previously Mark Blinn served as CFO from 2004 to October 1, 2009 when he officially took over as CEO and Vice Chairman of the Board.

Current members of the board of directors of Flowserve are: Mark A. Blinn, Kevin E. Sheehan, Christopher A. Bartlett (DBA), Gayla J. Delly, Roger L. Fix, John R. Friedery, Joseph E. Harlan, Diane C. Harris, Michael F. Johnston, Lewis M. Kling, Rick J. Mills, Charles M. Rampacek, James O. Rollans and William C. Rusnack.

Educational services

Flowserve has 5 training centers for students around the world to attend. They are in Irving, TX, Kalamazoo, MI, Houston, TX, Baton Rouge, Louisiana, and Desio, Italy. The Learning Resource Center (LRC) in Irving is 24,000 square feet (2,200 m²) with classrooms, static labs, and power labs with complete pumping systems.

The LRC in Italy is the most recent, opening on April 20, 2010.

Environmental efforts

To support the Hurricane Katrina disaster relief, Flowserve donated \$50,000 and matched up to \$50,000 in employee donations to the Red Cross according to a CNN article

Flowserve associates worldwide are unified by six core values: Commitment, Creativity, Character, Collaboration, Confidence and Competence.

Our Mission

Flowserve moves, controls and protects the flow of materials in some of the world's most critical industries to help customers exceed their business goals and ultimately deliver increased value to our shareholders.

Our Vision

The Flowserve vision is to distinguish ourselves to our customers by delivering integrated flow management solutions as a global, unified, customer-centric business.

Our Values

The Flowserve brand is supported by the six core values to create a consistent Flowserve Customer Experience.

- **Commitment** - A promise is a promise; execute reliably for our customers
- **Creativity** - Think beyond boundaries; embrace change and new ways of thinking
- **Character** - Live the Flowserve Code of Business Conduct; stand up for what is right
- **Collaboration** - The right people working together; use our portfolio of possibilities
- **Confidence** - Take productive risks; act with self-confidence and demonstrate managerial courage
- **Competence** - Add value in everything we do; be seen as a trusted advisor



1.4 ORGANIZATION PROFILE

Company name	: Flowserve India controls Pvt Ltd
company& products	: world leading supplier of pumps, valves, seals, automation, and services to the power, oil, gas, chemical and other industries
Business Role	: Manufacturer
Year Established	: 1790
Number of employees	: 15,000 employees in more than 50 countries.
Industries served	: oil and gas, chemical processing, water resources etc..

1.5 SIGNIFICANCE OF THE STUDY

Training and Development is very important and essential in every organization due to the following:

- Training is required to cover essential work-related skills, techniques and knowledge. It is the process used to reduce the gap between the desired performance and the actual performance which eventually results in increased Productivity, quality and healthy work environment.
- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- Training helps to eliminate obsolescence in work, it gives the employees a clear view of what is needed and also helps in upgrading their skills and knowledge to keep in pace with the ever changing technology which is very essential in today's competitive market.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

- **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Safety in work place** is another important feature of training which helps to avoid accidents and injuries in the work place.
- **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.

- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out **organizational policies**
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.
- For every employee to perform well especially Supervisors and Managers, there is need for constant training and development. The right employee training, development and education provides big payoffs for the employer in increased productivity, knowledge, loyalty, and contribution to general growth of the firm. In most cases external trainings for instance provide participants with the avenue to meet new set of people in the same field and network. The meeting will give them the chance to compare issues and find out what is obtainable in each other's environment. This for sure will introduce positive changes where necessary.

So I felt it is important to carefully identify the training needs, carefully plan a training process and evaluate this process. Hence the study on “Effectiveness of Training and Development in Flowserve India controls Pvt. Ltd.”

2.1 REVIEW OF LITERATURE:

TITLE: Evaluating Effectiveness of Executive Training

AUTHOR: Vijila Mani

ABSTRACT:

The present study seeks to measure the effectiveness of a major Executive training program for future managers offered to 74 employees of the manufacturing department who attended the training program for the first batch of the year 2010 during (Jan to May 2010) in an organization which is one of the leading global suppliers of technology and services near Chennai, Tamil Nadu, India. Kirkpatrick's model was used as the measuring tool to evaluate the effectiveness of the training program in four levels (reaction, learning, behavior and results). This paper focuses on trainees' reactions to the training program (i.e., its materials and instructors) the level of skills and knowledge gained from the program (learning), impact of training program on behavior of employees (behavior) and impact of training program on business results (results) as the primary measures for effectiveness. Alpha analysis and t-tests were used in order to judge the reliability of these data and the statistical significance of the measures of effectiveness.

TITLE: Employee perceptions and their influence

On training effectiveness

AUTHOR: Amalia Santos, Royal Botanic Gardens, Kew Mark Stuart, University of Leeds

ABSTRACT: At the individual level, Keep (1989) argues that training investment constitutes a powerful signalling device to reassure employees that they are valued by their employers, which in turn enhances employee motivation and commitment to the organisation. Such propositions receive support from the Employment in Britain Survey which, drawing from a dataset of 3,855 employed individuals, found that 94 per cent of respondents felt that training received had been beneficial (Gallie and Whi te, 1993).

TITLE: survey of employee attitudes about training programs**ABSTRACT:**

Using data from an interagency organization-climate survey, this chapter examines employee opinions about training as the basis for a training performance measure. While the climate survey has certain limitations (most notably that it includes opinions of employees in non-statistical functions and asks about training in general), the subcommittee concludes that perceptions and attitudes about training currently vary by agency. Overall, a majority of employees agree that they receive the training necessary to perform their jobs, but just over one-third believe that training is given high priority at their agency. In the recommendations section the subcommittee explores ways to heighten awareness and communication of training.

TITLE: Evaluation of training effectiveness: a case study**AUTHOR: Tej singh and Ratan****ABSTRACT:**

Every organization big or small, productive or non-productive, economic or social, old or newly established should provide training to all employees irrespective of their qualification, skill, and suitability for the job. Training is not something that is done once to new employees; it is used continuously in every well run establishment. Further, technological changes, automation, require updating the skills and knowledge. As such an organization has to retain the old employees. The paper attempts to study the effectiveness of training and its sub-systems in the Income-tax department by using the Mean, Standard deviation, Standard error and „t“ test. The study is based on both the primary and secondary data. The paper also tries to analyse and compare the opinion of managers on the effectiveness of various sub-systems of training in sample unit. The result found that there are divergent views of different managers on the effectiveness of training and its various sub-systems in the Income-tax department.

TITLE: Benefits of Training and Development for Individuals and Teams, Organizations, and Society

AUTHOR: Herman Aguinis and Kurt Kraiger

ABSTRACT:

This article provides a review of the training and development literature since the year 2000. We review the literature focusing on the benefits of training and development for individuals and teams, organizations, and society. We adopt a multidisciplinary, multilevel, and global perspective to demonstrate that training and development activities in work organizations can produce important benefits for each of these stakeholders.

We also review the literature on needs assessment and pretraining states, training design and delivery, training evaluation, and transfer of training to identify the conditions under which the benefits of training and development are maximized. Finally, we identify research gaps and offer directions for future research.

TITLE: A study on the effectiveness of training and development programmes of upstdc, india – An analysis

AUTHOR: Sheeba Hamid

ABSTRACT: The present study seeks to measure the effectiveness of a major Executive training program for future managers offered to 120 employees of the UPSTDC who attended the training program for the first batch of the year 2010 during (Jan to May 2010) in an organization which is one of the leading global suppliers of technology and services in India

TITLE: Evaluating the Training Effectiveness among Managers in Manufacturing Industry with Reference to Krishnagiri District

AUTHOR: N. Sivakumar, V. Navaneethakumar

ABSTRACT: This study seeks to measure the training effectiveness among managers in manufacturing industry with reference to Krishnagiri District of Tamil Nadu. The main idea of this research work is to know how the manufacturing companies look upon

training as an instrument for developing the potential sets of their functional department managers. Training effectiveness evaluation is done under four phases in this research work such as training need analysis, pre training preparations required by managers, the trainer and trainee involvement during the training and the post training program experience of the managers are expressed and collected in the form of opinions.

TITLE: Staff Training and Development: A Vital Tool for Organisational Effectiveness

AUTHOR: D. A. Olaniyan, Lucas. B. Ojo

ABSTRACT: The need for improved productivity has become universally accepted and that it depends on efficient and effective training is not less apparent. It has further become necessary in view of advancement in modern world to invest in training. Thus the role played by staff training and development can no longer be over-emphasized. Staff training and development are based on the premise that staff skills need to be improved for organizations to grow. Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that this paper addressed.

CHAPTER III

RESEARCH METHODOLOGY

RESEARCH

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as “A careful investigation or enquiry especially through search for new fact in any branch of knowledge”.

RESEARCH METHODOLOGY

The procedure using, which researchers go about their work of describing, explaining and predicting phenomena, is called Methodology. Methods comprise the procedures used for generating, collecting, and evaluating data. Methods are the ways of obtaining information useful for assessing explanation.

3.1 TYPE OF RESEARCH

The type of research used in this project is descriptive in nature. Descriptive research is essentially a fact finding related largely to the present, abstracting generations by cross sectional study of the current situation

DESCRIPTIVE RESEARCH AIMS

- To portray the characteristics of a particular individual situation or group(with or without specific initial hypothesis about the nature of this characteristics).
- To determine the frequency with which something occurs or with which it is associated with something else(usually , but not always ,with a specific initial hypothesis).

The descriptive method has certain limitation; one is that the research may make description itself an end itself. Research is essentially creative and demands the discovery of facts on order to lead a solution of the problem.

3.2 OBJECTIVES OF THE STUDY:

PRIMARY OBJECTIVE:

To study the effectiveness of training programme conducted for the executives at Flowserve India Controls Ltd

SECONDARY OBJECTIVE:

- 1- To find out the impact of training on performance
- 2- To find out the impact of training on promotion
- 3- To know about the opinion of the training programme conducted in Flowserve

3.3 DATA COLLECTION METHOD

Primary data was collected using Questionnaire along using in-depth interview. A questionnaire consists of a number of questions involving both specific and general question related to the study topic.

3.4 TIME PERIOD COVERED

The total time period taken to complete the project is 6 weeks from 26 June 2012 to 4 August 2012 in the Flowserve corp., Coimbatore. During this period the Training was undergone and the questionnaires were filled and collected from the employees of the company.

3.5 POPULATION AND SAMPLE SIZE

The total population in the Flowserve corp., Coimbatore is 210. The sample size selected for analyzing the effectiveness of training in the company is 100.

3.6 PILOT STUDY

Out of 210 respondents, 20 respondents were selected to check the effectiveness of questionnaire, their views were taken and the questions were reframed.

3.7 SAMPLING TECHNIQUE

The sampling design used in this project is Simple Random Sampling. The sampling unit is limited to the employees of Flowserve corp. in ottakalmandabam-coimbatore.

3.8 STATISTICAL TOOLS USED

- Percentage analysis method
- chi square method

3.9 LIMITATIONS TO THE STUDY

- The respondents of the questionnaire were very busy and could not afford more time to answer. The average time to response was 5-6 minutes only.
- Some respondents were not aware of certain procedures and aspects of HRM.
- A few respondents were hesitant to give details.
- There might be a sense of bias crept in answers given by the respondents.
- Study restricted to Flowserve corp. in ottakalmandabam-coimbatore unit only

CHAPTER IV
ANALYSIS AND INTERPRETATION

PERCENTAGE METHOD:

4.1 Table showing the age wise distribution of the employees

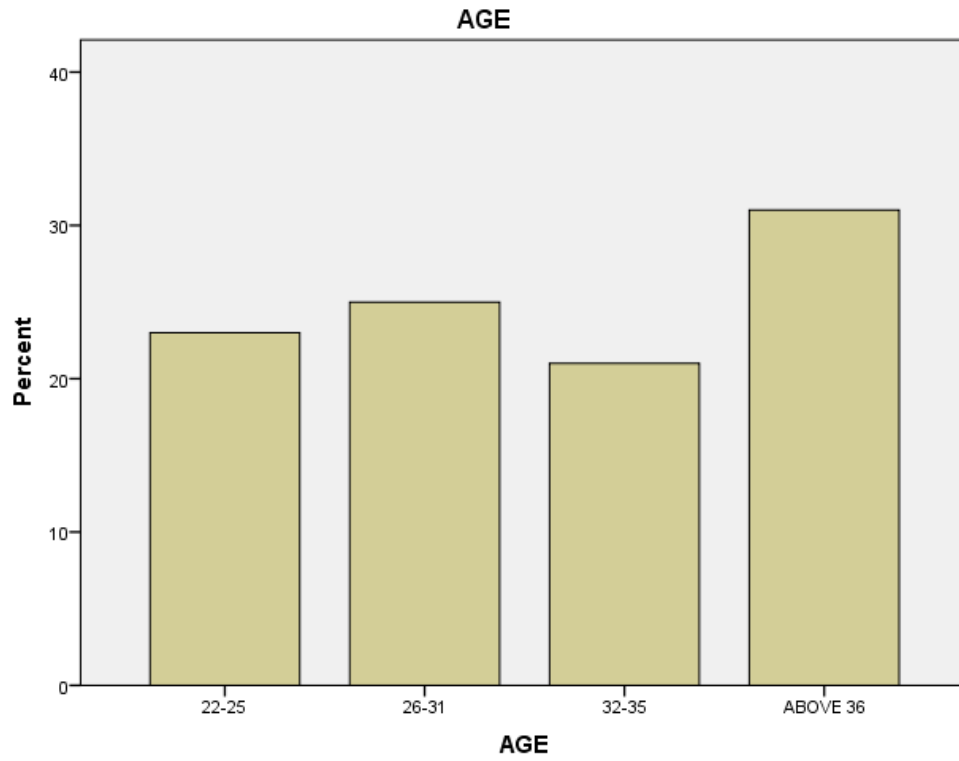
AGE	NO. OF EMPLOYEES	PERCENTAGE
22-25	23	23%
26-31	25	25%
32-35	21	21%
ABOVE 36	31	31%
TOTAL	100	100%

The above table 4.1 shows that 23% of the employees belong to the age group of 22-25, 25% of the employees belong to the age group of 26-31, 21% of the employees belong to the age group of 32-35, 31% of the employees are above 36 years.

INFERENCE:

It is Inferred that Maximum of (31%) employees are above 36 years of age.

Graph 4.1 showing the age wise distribution of the employees



4.2 Table showing the gender of the employees

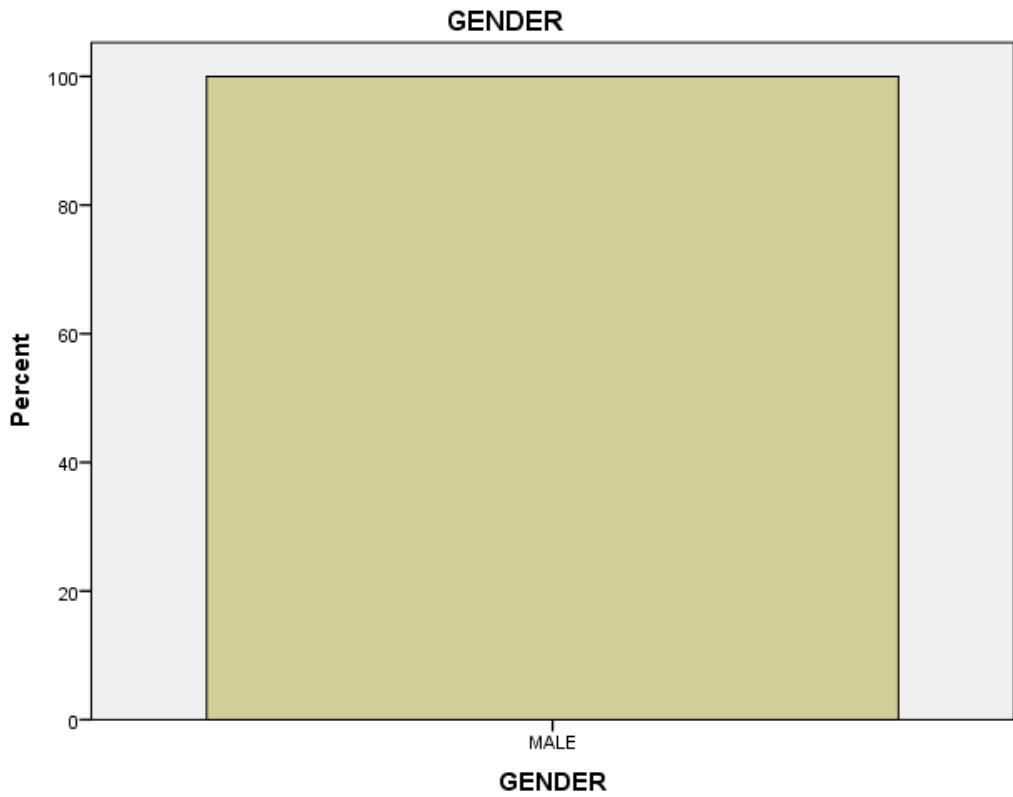
GENDER	NO. OF EMPLOYEES	PERCENTAGE
MALE	100	100%
FEMALE	0	0%
TOTAL	100	100%

The above table 4.2 shows that 100% of the employees are male

INFERENCE:

It is inferred that Majority (100%) of the employees are male.

Graph 4.2 showing the gender of the employees



4.3 Table showing the experience of the employees

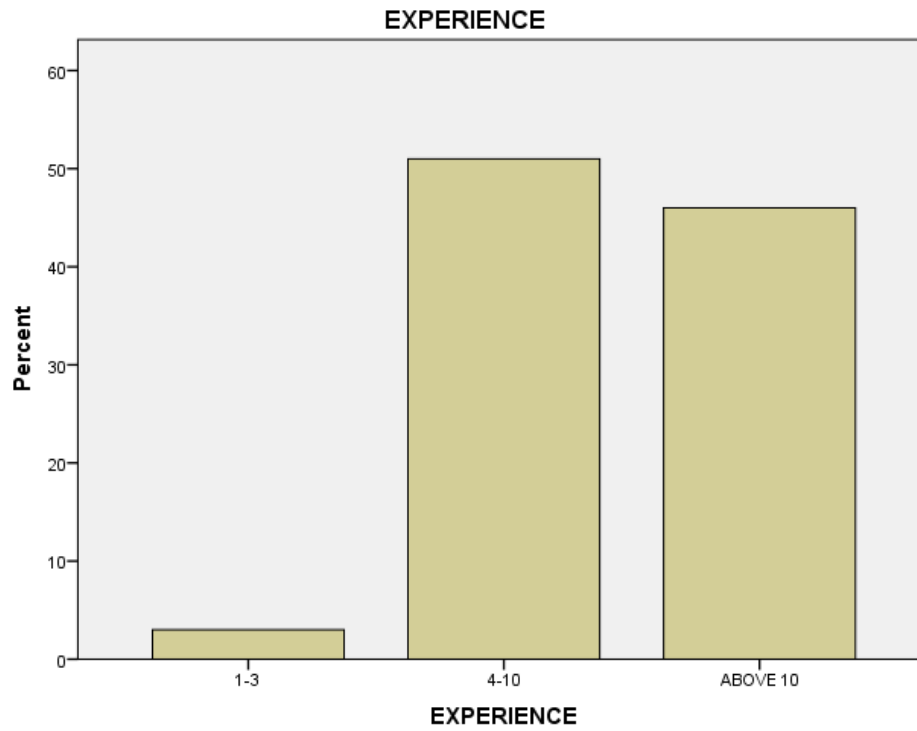
Experience	Frequency	Percentage
1-3	3	3%
4-10	51	51%
Above 10	46	46%
Total	100	100%

The above table 4.3 shows that 3% of the employees have 1-3 years of experience, 51% of the employees have 4-10 years of experience, 46% of employees above 10 years of experience .

INFERENCE:

It is inferred that Majority (51%) of the employees have 4-10 years of experience.

Graph 4.3 showing the experience of the employees



4.4 Table showing the qualification of the employees

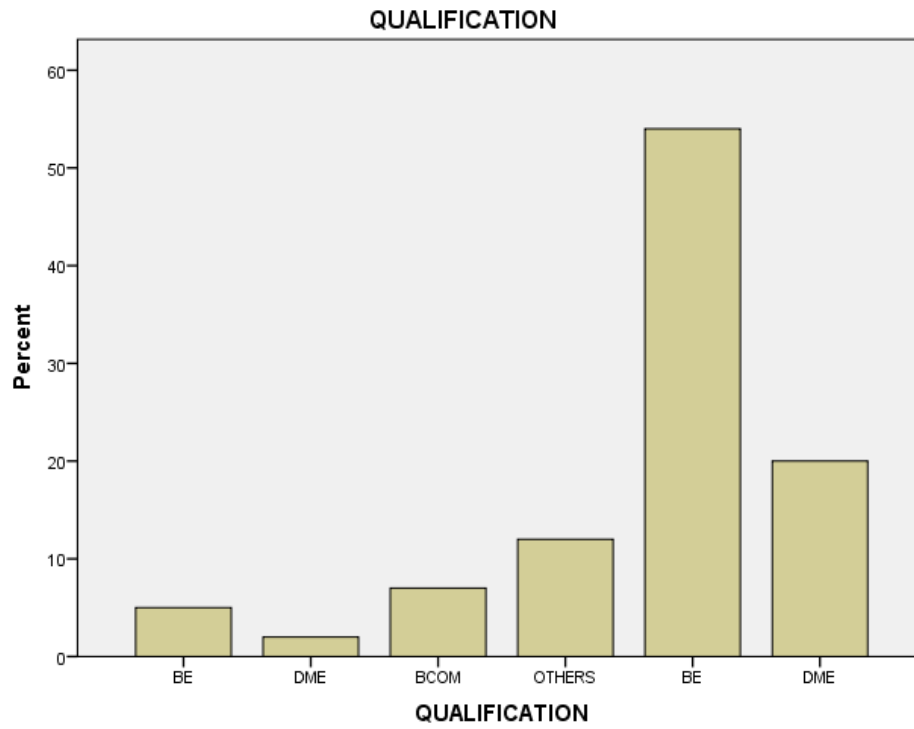
QUALIFICATION	FREQUENCY	PERCENTAGE
BE	59	59%
DME	22	22%
B.com	7	7%
Others	12	12%
Total	100	100%

The above table 4.4 shows that 59% of the employees are graduated BE, 22% of the employees are graduated DME, 7% of employees are B.com and 12% of employees are in other stream .

INFERENCE:

It is inferred that Majority (59%) of the employees are BE graduates.

Graph 4.4 showing the qualification of the employees



4.5 CHI SQUARE:

Chi square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis.

4.5.1 COMPARISON BETWEEN TRAINING OPINION AND PERFORMANCE USING CHI SQUARE:

HYPOTHESIS:

Ho : There is no association between training and performance.

Ha: There is an association between training and performance.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.132E3 ^a	3016	.070
Likelihood Ratio	621.786	3016	1.000
Linear-by-Linear Association	1.468	1	.226
N of Valid Cases	100		

INFERENCE:

The above table shows that chi square analysis between the training opinion and performance.

Here significance is 0.070 which is greater than 0.05, so null hypothesis (Ho) is accepted.

Hence there is no association between training and performance.

4.5.2 COMPARISON BETWEEN TRAINING OPINION AND PROMOTION USING CHI SQUARE:

HYPOTHESIS:

Ho : There is no association between training and performance.

Ha: There is an association between training and performance.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.968E3 _a	2808	.018
Likelihood Ratio	598.228	2808	1.000
Linear-by-Linear Association	6.968	1	.008
N of Valid Cases	100		

INFERENCE:

The above table shows that chi square analysis between the training opinion and promotion.

Here significance is 0.018 which is lesser than 0.05, so alternative hypothesis (Ha) is accepted.

Hence there is an association between training and promotion.

CONCLUSION:

The purpose of any training would be to increase the effectiveness and efficiency in job performance and promotion and the training conducted at Flowserve helped us to understand this. Also this would help us to enhance and improve the programs to be more beneficial. These types of training influence prior learning on performance in a new situation. If the employees did not transfer some of their skills and knowledge from prior learning, then each new learning situation would start from scratch.

As the business world is continuously changing, organizations will need to provide their employees with training throughout their careers. If they choose not to provide continuous training they will find it difficult to stay ahead of the competition. The other benefits of training are that it will keep your employees motivated. New skills and knowledge can help to reduce boredom. It also demonstrates to the employee that they are valuable enough for the employer to invest in them and their development.

SCOPE OF THE STUDY:

This research provides me with an opportunity to explore in the field of Human Resources. This research also provides the feedback of people involved in the Training and development process Apart from that it would provide me a great deal of exposure to interact with the high profile managers of the company.

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APPENDIX:

**A STUDY ON EFFECTIVENESS OF TRAINING AND
DEVELOPMENT OF EMPLOYEES IN FLOWSERVE INDIA CONTROLS PVT LTD**

Background of respondents:

Name -
Gender -
Age -
Qualification -
Experience -
Designation -

QUESTIONS:**Impact of Training based on performance:**

Please tick in the appropriate boxes based on the following

5- Strongly agree 4-agree 3-neutral 2-disagree 1-strongly disagree

S.No	Particulars	5	4	3	2	1
1	Do you receive the necessary training to do your jobs?					
2	Do you receive the needed training about the new technologies?					
3	Do the training opportunities are unfairly allocated across employees or work units?					
4	Do the supervisors/team leaders support employee efforts to learn outside the job (e.g., conferences)?					
5	Does high priority is given to providing appropriate training?					
6	Does the training is conducted frequently?					

Please tick in the appropriate boxes based on the following

5- Strongly agree 4-agree 3-neutral 2-disagree 1-strongly disagree

Impact of Training based on promotion:

S.No	Particulars	5	4	3	2	1
1	Does training leads to higher pay?					
2	Does training leads to higher job satisfaction?					
3	After training, do you feel more motivated at work?					
4	Does training help you to do your job better					
5	Does training improve your promotion prospects?					
6	After training, do you feel valued by the company?					
7	Does training enable career progress?					
8	Does training helps to grow as a person?					
9	Are you benefited with the training program?					

Please tick in the appropriate boxes based on the following

5- Strongly agree 4-agree 3-neutral 2-disagree 1-strongly disagree

Employee's opinion about the training activity:

S.No	Particulars	5	4	3	2	1
1	Does induction training is given adequate importance in your organization?					
2	Does training is well planned?					
3	Does training is of sufficient duration?					

4	Does training provide an excellent opportunity for newcomers to learn comprehensively about the organization?					
5	Does senior management makes interest and spends time with the new staff during induction training?					
6	Does training is periodically evaluated and improved?					
7	Does training of workers are given adequate importance in your organization?					
8	Those who are sponsored for the training programmes take the training seriously?					
9	Does the senior managers are eager to help their juniors develop through training?					
10	Do the new recruits find induction training very useful in your organization?					