

**IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE AT
IDBI FEDERAL LIFE INSURANCE COMPANY LTD, COIMBATORE**

by

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A PROJECT REPORT
submitted

In partial fulfillment of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Chennai)

Coimbatore - 641 047

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BONAFIDE CERTIFICATE

Certified that this project report titled **“Impact of Training and Development on Employees Performance at IDBI Federal Life Insurance Company Ltd, Coimbatore”** is the bonafide work of **Ms.Karthika.S, 11MBA022** 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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This is to certify that **Ms.KARTHIKA (1120400047)** successfully completed the Final Year Project along with the job training in **IDBI FEDERAL** Life insurance Company Ltd. from the period 28th Jan 2013 to 14th April 2013. During this period her code of conduct was very good.

For IDBI federal Life Insurance Company Ltd.,



C.SHANTHI

ASSITANT BRANCH HEAD

COIMBATORE BRANCH

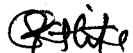
DECLARATION

I, Karthika S hereby declare that the project report titled as “**Impact of Training and Development on Employees Performance at IDBI Federal Life Insurance Company Ltd, Coimbatore**” done at IDBI Federal Life Insurance Company Ltd, Coimbatore, is an original work done by me in the partial fulfillment for obtaining the degree of Master of Business Administration from the Anna University, Coimbatore. It is the record of work carried out by me during the period from 28.01.13 to 14.04.13 under the guidance of Dr. R. Hemanalini, Professor, KCTBS.

The conclusion made in this project report is based on the data collected by me and no part of this work has been submitted elsewhere for any degree.

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SYNOPSIS

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. Training has been defined as learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. On the other hand organizational performance is a collection of work activities, efficiency, effectiveness and tardiness at work; their measurement and subsequent outcome of the work activities; while job satisfaction is defined as employee's affective reactions to a job, based on comparing desired outcomes with actual outcomes.

The primary objective of the study is to examine the impact of Training and Development programs on employee performance in IBFI Federal Life insurance Company Ltd, Coimbatore. The available evidence are from descriptive research and the model was tested with a survey sample (n=200). This study carries two dimensions such as Training and development and employee performance with two inter-dependent variables such as Work attitude and Job involvement. The data is obtained by questionnaire method and random sampling method is used. The analysis is made through correlation to find the relationship between the dependent independent and inter-dependent variables and regression analysis is used to find which factor that influences employee performance the most and how it influenced by interdependent variables. The purpose of this study is to examine and gain a better understanding of the drivers that influence the impact of training and development on employee performance.

INTRODUCTION

CHAPTER 1 INTRODUCTION

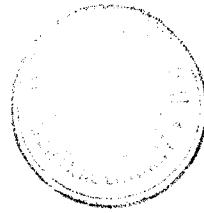
1.1 INTRODUCTION TO THE STUDY

Training and development is vital part of the human resource development. It is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

The need for Training and Development

Before we say that technology is responsible for increased need of training inputs to employees, it is important to understand that there are other factors too that contribute to the latter. Training is also necessary for the individual development and progress of the employee, which motivates him to work for a certain organization apart from just money. We also require training update employees of the market trends, the change in the employment policies and other things. The following are the two biggest factors that contribute to the increased need to training and development in organizations:

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



2. **Development:** It is again one the strong reasons for training and development becoming all the more important. Money is not the sole motivator at work and this is especially very true for the 21st century. People who work with organizations seek more than just employment out of their work; they look at holistic development of self. Spirituality and self awareness for example are gaining momentum world over. People seek happiness at jobs which may not be possible unless an individual is aware of the self.

For any enterprise to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the enterprise. One major area of the Human Resource Management function of particular relevance to the effective use of human resources is training. Few people these days would argue against the importance of training as a major influence on the success of an organization. Employees are a crucial, but expensive resource.

In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has long been recognized. The one contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process.

Training should be viewed therefore as an integral part of the process of total quality management. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of

their employees, and this means considerable and continuous investment in training and development.

Human resources are the most valuable assets of any organization, with the machines, materials and even the money; nothing gets done without man-power. In today's business climate, businesses are faced with stiff internal and external competition. There are various human resource functions that give an organization a competitive edge, but most scholars argue that human resource functions becomes only operational when training has run through them all. This places training and development as an essential function in the survival of any organization.

Increasingly, high performance organizations today are recognizing the need to use best training and development practices to enhance their competitive advantage. Training and development is an essential element of every business if the value and potential of its people is to be harnessed and grown. Competitions over the years have led to some organizations reviewing their policies on training, introducing continuous investment in their employees. It is well discussed within literature that the training budget is first budget cut during hard time although most theorists do not believe in general that this is the best action for the Human Resources department and the long term benefits of training outweigh the short term monetary savings.

According to Cole (2004), human resources are the most dynamic of all the organizations resources. They need considerable attention from the organizations management. Each employer who invests in the area of Training and Development will reap the benefits of an enriched working environment with higher levels of staff retention as well as increased productivity and performance.

In the view of Abiodun (1999), training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. Training and development are required for staff to enable them work towards taking the organization to its expected performance.

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and

organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention (Colarelli and Montei 1996; Becker 1993). Irrespective of all discussion, most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce.

Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$126 billion yearly on employee training and development (Paradise 2007). Training is an organized method of learning and development which expand the efficiency of individual, group, and the organization (Goldstein and Ford 2002). Development mentions the accomplishments leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term "training" to mention training and development.

The study intends to investigate the impact of training and development on employee performance in IDBI Federal Life insurance company Ltd, Coimbatore. It has been observed that from last decade Insurance sector has been the fastest growing sector in India. With such a large population and the untapped market area of this population Insurance happens to be a very big opportunity in India. Today it stands as a business growing at the rate of 15-20 per cent annually. Together with banking services, it adds about 7 per cent to the country's GDP .In spite of all this growth the statistics of the penetration of the insurance in the country is very poor. Nearly 80% of Indian populations are without Life insurance cover and the Health insurance. This is an indicator that growth potential for the insurance sector is immense in India. The key element of the reform process was Participation of overseas insurance companies with 26% capital. Creating a more efficient and competitive financial system suitable for the

requirements of the economy was the main idea behind this reform. Since then the insurance industry has gone through many sea changes. The competition LIC started facing from these companies were threatening to the existence of LIC. Since the liberalization of the industry the insurance industry has never looked back and today stand as the one of the most competitive and exploring industry in India. The entry of the private players and the increased use of the new distribution are in the limelight today. The use of new distribution techniques and the IT tools has increased the scope of the industry in the longer run.

Therefore the present study focused on effect of training on employee performance. For a firm's performance, innovativeness and competitiveness, the most vital ingredient is its workforce's knowledge and skills. If an organization wants to remain competitive then it has to maintain continuous improvement and workplace education. Fast pace technological development and organizational change help employers to realize that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training and development. Training is the systematic attainment and expansion of the knowledge, skills, and attitudes. Training is required by the employees to sufficiently execute a task or job and to improve performance in the job environment.

1.2 ORGANIZATION PROFILE:

IDBI Federal Life Insurance Co Ltd is a joint-venture of IDBI Bank, India's premier development and commercial bank, Federal Bank, one of India's leading private sector banks and Ageas, a multinational insurance giant based out of Europe. In this venture, IDBI Bank owns 48% equity while Federal Bank and Ageas own 26% equity each. At IDBI Federal, we endeavor to deliver products that provide value and convenience to the customer. Through a continuous process of innovation in product and service delivery we intend to deliver world-class wealth management, protection and retirement solutions to Indian customers. Having started in March 2008, in just five months of inception we became one of the fastest growing new insurance companies to garner Rs 100 Cr in premiums. The company offers its services through a vast nationwide network across the branches of IDBI Bank and Federal Bank in addition to a sizeable network of advisors and partners. As on January 31st 2011, the company has issued over 2.68 lakh policies with over Rs 14, 230 Cr in Sum Assured.

IDBI Bank Ltd continues to be, since its inception, India's premier industrial development bank. Created in 1956 to support India's industrial backbone, IDBI Bank has since evolved into a powerhouse of industrial and retail finance. Today, it is amongst India's foremost commercial banks, with a wide range of innovative products and services, serving retail and corporate customers in all corners of the country from 783 branches and 1328 ATMs.

The Bank offers its customers an extensive range of diversified services including project financing, term lending, working capital facilities, lease finance, venture capital, loan syndication, corporate advisory services and legal and technical advisory services to its corporate clients as well as mortgages and personal loans to its retail clients. As part of its development activities, IDBI Bank has been instrumental in sponsoring the development of key institutions involved in India's financial sector –National Stock

Exchange of India Limited (NSE) and National Securities Depository Ltd, SHCIL (Stock Holding Corporation of India Ltd), CARE (Credit Analysis and Research Ltd).

Federal Bank is one of India's leading private sector banks, with a dominant presence in the state of Kerala. It has a strong network of over 739 branches and 797 ATMs spread across India. The bank provides over four million retail customers with a wide variety of financial products. Federal Bank is one of the first large Indian banks to have an entirely automated and interconnected branch network. In addition to interconnected branches and ATMs, the Bank has a wide range of services like Internet Banking, Mobile Banking, Tele Banking, Any Where Banking, debit cards, online bill payment and call centre facilities to offer round the clock banking convenience to its customers. The Bank has been a pioneer in providing innovative technological solutions to its customers and the Bank has won several awards and recommendations.

1.2.1 VISION & VALUES OF IDBIFEDERAL

Vision

To be the leading provider of wealth management, protection and retirement solutions that meets the needs of our customers and adds value to their lives.

Mission

- To continually strive to enhance customer experience through innovative product offerings, dedicated relationship management and superior service delivery while striving to interact with our customers in the most convenient and cost effective manner.
- To be transparent in the way we deal with our customers and to act with integrity.
- To invest in and build quality human capital in order to achieve our mission.

Values

- **Transparency:** Crystal Clear communication to our partners and stakeholders
- **Value to Customers:** A product and service offering in which customers perceive value
- **Rock Solid and Delivery on Promise:** This translates into being financially strong, operationally robust and having clarity in claims
- **Customer-friendly:** Advice and support in working with customers and partners
- **Profit to Stakeholders:** Balance the interests of customers, partners, employees, shareholders and the community at large

1.2.2 PRODUCT PROFILE

INCOMESURANCE:

IDBI Federal Incomesurance Endowment & Money Back Plan is a unique combination of a money back and endowment plan that gives customer a Guaranteed Annual Payout along with insurance protection, so that they can reach their goals with full confidence. Incomesurance Plan is very flexible and allows customer to customize their Plan as per individual and family's future requirements. Moreover it also allows to choose Premium Payment Period, Payout Period, Payout Options and more.

Advantage Incomesurance

IDBI Federal Incomesurance Endowment and Money Back Plan (Incomesurance™) not only gives you unmatched transparency and flexibility but there are lots of other features which are inbuilt in the product like convenient premium payment options, Tax benefits and double advantage of Endowment and Money Back plan.

Advantage of Endowment and Money Back

Incomesurance combines Endowment and Money Back benefits into one plan. You can get periodic payments as in Money Back or get a lump sum at maturity as in Endowment. You can make it into an Endowment plan or Money Back plan, as you wish.

Premiums waived in case of death

Incomesurance protects your plan with insurance. If unfortunately anything happens to you, your premiums can be fully waived and your beneficiary can receive payouts just as you had envisaged. You can also choose to get a lump sum that provides financial security to your family.

1.2.3 PRODUCT SUITE OF IDBI FEDERAL

WEALTHSURANCE: The Wealthsurance Milestone Plan enables the policyholder to save and build wealth to meet their financial goals. This Plan comes with a wide range of 13 investment options and 7 insurance benefits - all packaged with a low charge structure and unmatched flexibility.

HOMESURANCE: IDBI Federal Homesurance Protection Plan provides full insurance cover for properties even under construction, thus ensuring that the beneficiary gets the full sanctioned amount in case of any unfortunate event. It also has an innovative fixed period cover for those who would aim to prepay their loans early.

BONDSURANCE: Bondsurance is designed for customers looking for guaranteed returns which will not get affected by financial market conditions. It offers guaranteed return on investment along with life insurance cover.

MICROSURANCE: IDBI Federal Microsurance Plan is a one of its kind insurance plan which can be very useful for various Micro Financial Institutions and NGOs, wherein not only the members but even the member's family gets an insurance cover.

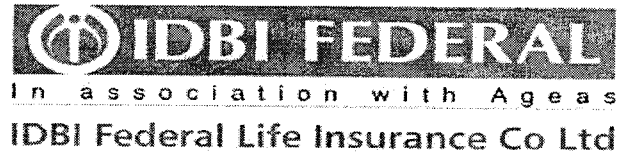
TERMSURANCE: IDBI Federal Termsurance Protection Plan offers the unique Increasing Cover option that automatically increases the cover every year without increasing the premium.

INCOMESURANCE: Knowing the customer helped us to combine the Endowment & Money Back plans into a single plan. It linked the returns to the G-Sec rates, transparently declared by the government. Also, the Guaranteed Annual Payout and other benefits upon death are tax-free under Sec 10(10D).

HEALTHSURANCE: This new insurance plan offers a host of features and benefits that are designed to help manage the extra financial burden that comes with hospitalization.

CHILDSURANCE: Whether your child wants to be a doctor, an engineer, an MBA, a sportsman, a performing artist, or dreams of being an entrepreneur, the IDBI Federal Childsurance Dreambuilder Insurance Plan will keep you future-ready against both, changing dreams and life's twists. It allows you to create build and manage wealth by providing several choices and great flexibility so that your plan meets your specific needs. However, what makes Childsurance a must-have for any parent who is looking to make their child's future shock-proof is its powerful insurance benefits. Childsurance allows you to protect your child plan with triple insurance benefits so that your wealth-building efforts remain unaffected by unforeseen events and your child's future goals can be achieved without any hindrance.

LIFESURANCE: In the wake of increasing inflation, shift to nuclear families and fast changing lifestyle patterns, life insurance becomes very important. Today, a life Insurance plan offering the ideal combination of simplicity and savings is the need of the hour. With Lifesurance, you can create a savings plan in 3 simple steps, that helps you achieve your financial goals as well as protect your loved ones in the unfortunate event of your death.



IDBI FEDERAL LIFE INSURANCE LIMITED

FIGURE 1.2.1 ORGANIZATIONAL CHART

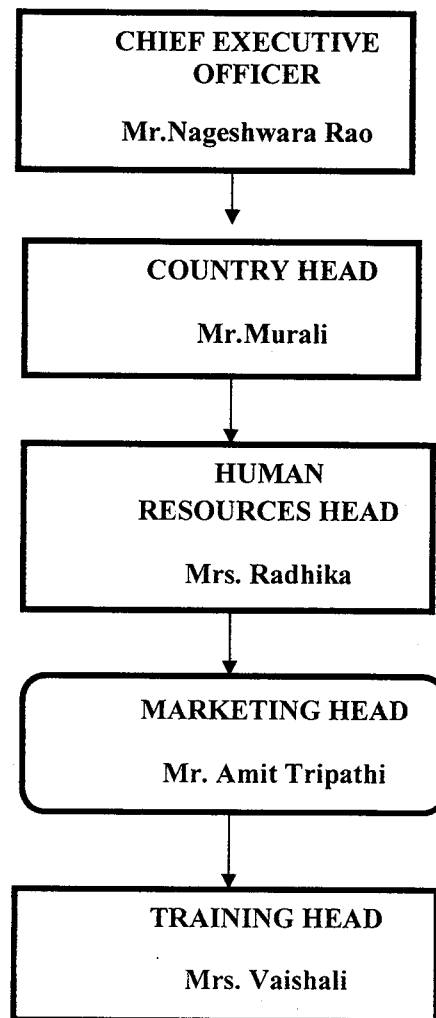


FIGURE 1.2.2
ZONAL - WISE ORGANIZATIONAL STRUCTURE

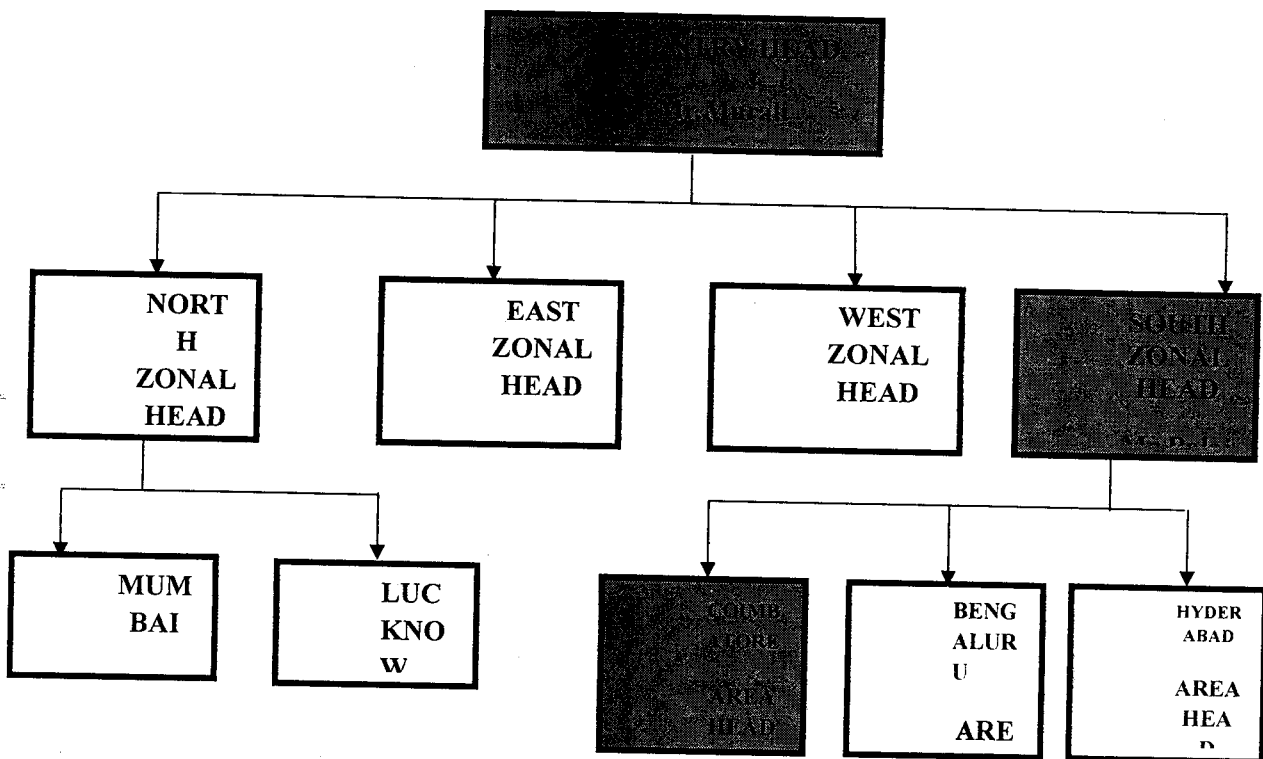
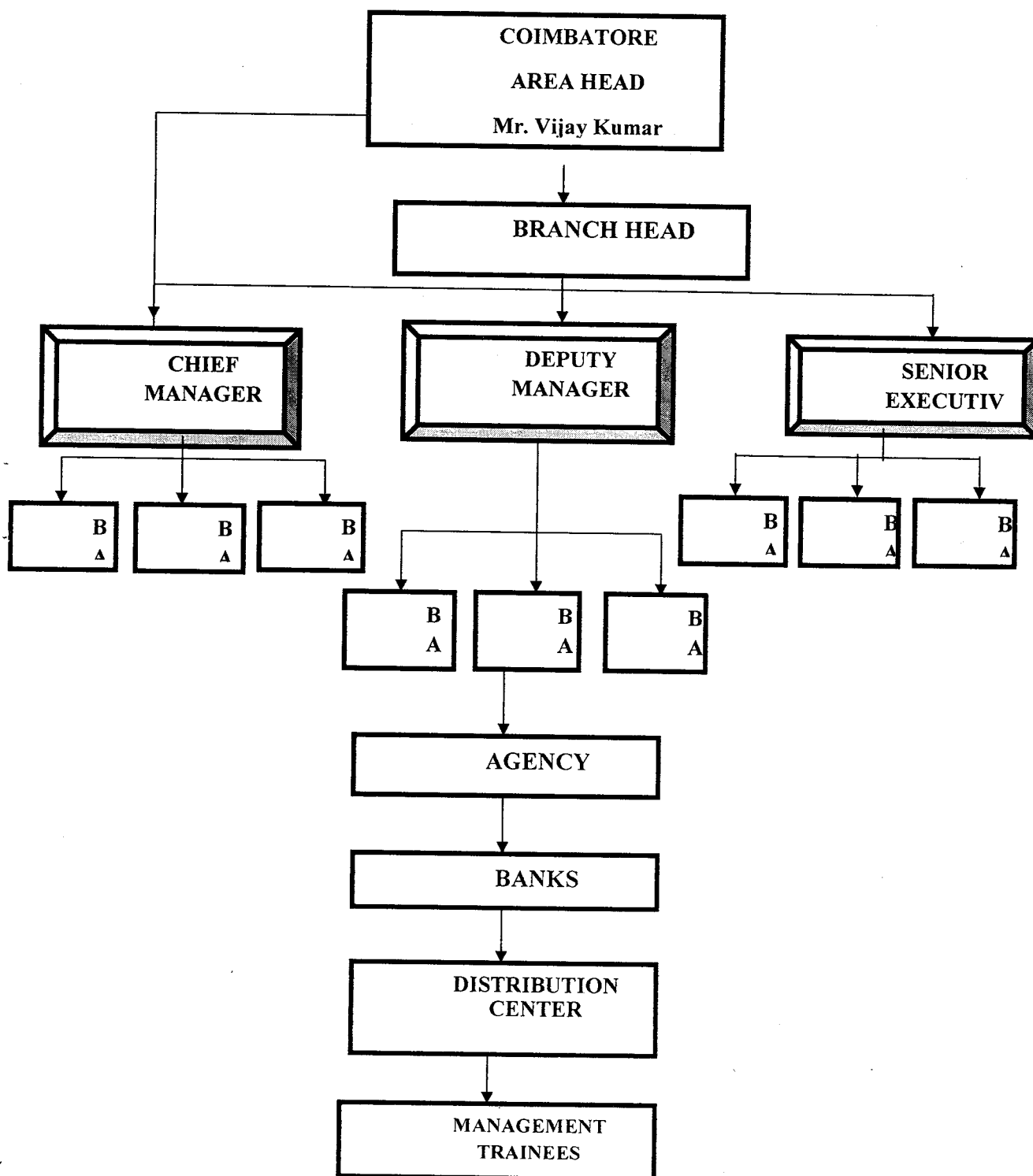


FIGURE 1.2.3
AREA - WISE ORGANIZATIONAL STRUCTURE



1.3 STATEMENT OF THE PROBLEM

For any enterprise to function effectively, it must have money, materials, supplies, equipment, ideas about the services or products to offer those who might use its outputs and finally people, which is the human resource, to run the enterprise. One major area of the Human Resource Management function of particular relevance to the effective use of human resources is training. Few people these days would argue against the importance of training as a major influence on the success of an organization. Employees are a crucial, but expensive resource. In order to sustain economic growth and effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has long been recognized. The one contribution a manager is uniquely expected to make is to give others vision and ability to perform. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. So the research has attempted to study the importance of training for development of employees.

1.4 SCOPE OF THE STUDY

In the development of organizations, training plays a vital role, improving performance as well as increasing productivity, and eventually putting companies in the best position to face competition and stay at the top. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992). Employees who are committed to their job assignments, they have high level of job involvement and there is a very constructive relationship between job involvement and performance. Job involvement enhances job commitment, which automatically enhances higher level of performance. Studies strongly argued on the relationship between job involvement and higher level of commitment and performance (Janis, 1989; Loui, 1995 and Brown, 1996). Hence the scope of the study is to focus on how effective the training program is practiced in IDBI Federal Life Insurance Co Ltd, Cbe.

REVIEW OF LITERATURE

CHAPTER 2 REVIEW OF LITERATURE

¹ Human resource is very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization. It explains that performance is the key element to achieve the goals of the organization and hence performance increases the effectiveness and efficiency of the organization which is helpful for the achievement of the organization.

² It discuss the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth—career potential enhances personal motivation. (p. 22)

¹**The impact of training on organizational performance:** Global Journal of Management and Business Research Volume 11 Issue 7 Version 1.0 July 2011

² **The impact of training on job performance:** Cheng E. W. L., Ho D. C. K. (2001). The influence of job and career attitudes on learning motivation and transfer. *Career Development International*, 6, 20-27.

³The first part of the study framework is based on Kirkpatrick model, in which employees' reaction, learning, behaviors, results and return on investment (ROI) will be examined. The second part of the study will examine the transfer of training but only to the context of after training; to explore the effectiveness of training and development by looking at how is transfer of training applied after training. The final part of the study will examine other factors that can influence the effectiveness of training and development.

⁴This study reveals that those trainees who receive effective training from their supervisor will be able to increase the quality of the task they perform which will ultimately shape their performance into an improved form (Wei-Tai, 2004) and hence Feedback strengthens team processes as well as their performances.

⁵In case of service industry like insurance companies, employees consist of both direct and indirect employees like agents. Though training practices in this sector were found to be very organized and constructive but due to its diverse employees the effect was low.

³**The effectiveness of training and development function:** Maureen Gideon.university of dar es salaam business school mba ii eve

⁴**Impact of training and feedback on employee performance:** Far East Journal of Psychology and Business Vol. 5 No. 1 October 2011

⁵**Impact of training Practices on Employee productivity :** A Comparative Study Interscience Management Review (IMR) ISSN: 2231-1513 Volume-2, Issue-2, 2012

⁶Francesconi, and Zoega (2002) identified conditions under which the work attitude compression associated with imperfectly competitive labor markets will increase the incentive for firms to finance general or transferable training. In this context, work attitude compression implies that post-training productivity is increasing in training intensity at a faster rate than work attitude. Hence, the gap between productivity and work attitude is increasing in training intensity and, by definition, a firm's profits over some range. But the amount of training provided in equilibrium will be sub-optimal from society's viewpoint. Diverse results have been found in different research works regarding the effect of training on work attitude. According to Human Capital Theory on the Job Training has positive effect on work attitude increment because training has the potential to enhance labor productivity (Becker, 1962).

⁷High job involvement is linked with fewer absences and lower turnover rate. Employees are more concerned about their jobs performance, and are constantly looking for ways to improve their effectiveness if they rank high on job involvement. One way to improve employee performance is to efficiently transfer the skills and knowledge acquired during training to the actual job. Employees ranking high on job involvement are more motivated to learn and transfer skills to the actual work setting.

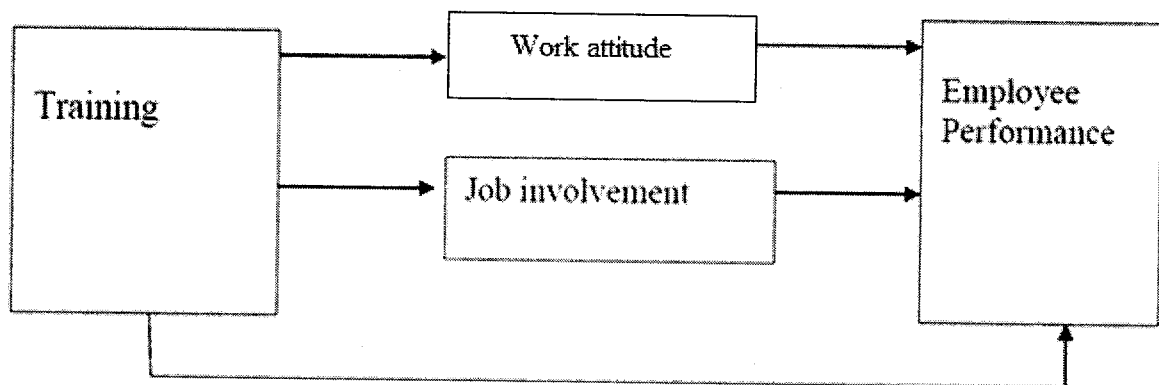
⁶*Impact of Training on Work attitude of Employees:* Booth, Alison L, Marco Francesconi, and Gylfi Zoega, (2002). "Oligopsony, Institutions, and the Efficiency of General Training," IZA Discussion Pp 618.

⁷*Impact of Training on Job Involvement of Employees* - Noe, R.A. and Schmitt, N., (1986), "The influence of trainee attitudes on training effectiveness: Test of a model", Personnel Psychology, Vol; 39, Pp. 497-523.

2.1 RESEARCH FRAMEWORK

In the literature review, it has been observed that training has an impact on different variables like work attitude, job involvement and Employee Performance. Organizational performance ultimately depends upon employee performance and training is a tool to improve employee performance. The following theoretical framework has been formulated to depict a relationship between training and employee performance, in the presence of intervening variables.

FIGURE 2.1



The variables examined in this study are:

1. **Independent variable:** Training and development
2. **Intervening Variables:** Work attitude and Job Involvement
3. **Dependent variable:** Employee Performance

***RESEARCH
METHODOLOGY***

CHAPTER 3

RESEARCH METHODOLOGY

INTRODUCTION

Research is a scientific inquiry aimed at learning new facts, testing ideas, etc. It is the systematic collection, analysis and interpretation of data to generate new knowledge and answer a certain question or solve a problem. The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys and other research techniques, and could include both present and historical information.

CHARACTERISTICS OF RESEARCH

- It demands a clear statement of the problem
- It requires a plan (it is not aimlessly “ looking” for something in the hope that you will come across a solution)
- It builds on existing data, using both positive and negative findings
- New data should be collected as required and be organized in such a way that they answer the research question(s)

3.1 TYPE OF RESEARCH

The method adopted for the study is Descriptive Research method. It is used to obtain information concerning the current status of the phenomenon to describe “what exists” with respect to variables or conditions in a situation. The method involved range from the survey which describes the status quo.

3.2 OBJECTIVES OF THE STUDY

3.2.1 PRIMARY OBJECTIVE

- To determine the impact of training and development on employees performance in IDBI FEDERAL Life Insurance Co Ltd.

3.2.2 SECONDARY OBJECTIVES

- To identify the impact of training and development on work attitude of employees.
- To determine the impact of work attitude on employees performance.
- To analyze the impact of training and development on job involvement of employees.
- To determine the impact of job involvement on employees performance.
- To provide suggestions to enhance the development of training and development program in an effective way.

3.3 DATA AND SOURCE OF DATA

Data is the significant part of the research. Entire research depends upon the data. This study involves collection through,

- A) Primary data
- B) Secondary data

3.3.1 PRIMARY DATA

Primary data are those which are collected for the first time and thus happen to be original in chapters. The data has been collected through questionnaires having close ended questions. The framed questionnaire consists of five sections,

Section A- Demographic Questions

Section B- Training and Development

Section C- Work Attitude

Section D- Job Involvement

Section E- Employee Performance

3.3.2 SECONDARY DATA

Secondary data are those data which are already been collected by someone else and which have already been passed through the statistical process. It has been collected through company's database, newspaper, magazines and website.

3.4 POPULATION AND SAMPLE SIZE

- The sampling unit are the employees of IDBI Federal Life Insurance.
- The sample size taken for the study is 200 and all the collected data were used for analysis in the study.

3.5 SAMPLING TECHNIQUES

Convenience sampling method has been applied to guarantee that specific groups within a population are selected because of their convenient accessibility and proximity to the researcher.

3.5 STATISTICAL TOOLS

- The tools used were MS EXCEL and SPSS.
- The following statistical techniques were used to test the data in SPSS.

1. Percentage analysis.
2. Descriptive statistics and items reliability
3. Correlation.
4. Regression analysis.
5. Chi square tests

3.8 LIMITATIONS OF THE STUDY

- The scope of the project is limited to conceptual and HR aspects of Training and Development of the Company and doesn't include other HR practices followed by the company, which are equally important aspect of learning.
- Project is limited to IDBI Federal Life Insurance Co. Ltd., Coimbatore, Madurai and Kerala Branch offices only. It excludes the analysis of other centres of the company across India.
- It has the practical constraints in terms of time available and access to certain parts of the study area
- Most of the information provided by the organization is useful for completing the project however some information is withheld as it was considered to be confidential.

***ANALYSIS AND
INTERPRETATION***

CHAPTER 4

ANALYSIS AND INTERPRETATION

In Chapter three, researcher had discussed the research design and methodology, origin of the research, design of the research, variable of the research, population and sample of the research, tools for data collection, development stage of the CAI package, procedure for data collection, statistical analysis done in research work.

Data analysis is considered to be important step and heart of the research in research work. After collection of data with the help of relevant tools and techniques, the next logical step, is to analyze and interpret data with a view to arriving at empirical solution to the problem. The data analysis for the present research was done quantitatively with the help of descriptive statistics, reliability, and correlation and regression analysis. The descriptive statistical techniques like mean, standard deviation for the analysis of opinionative Chi square test was used.

4.1 PERCENTAGE ANALYSIS

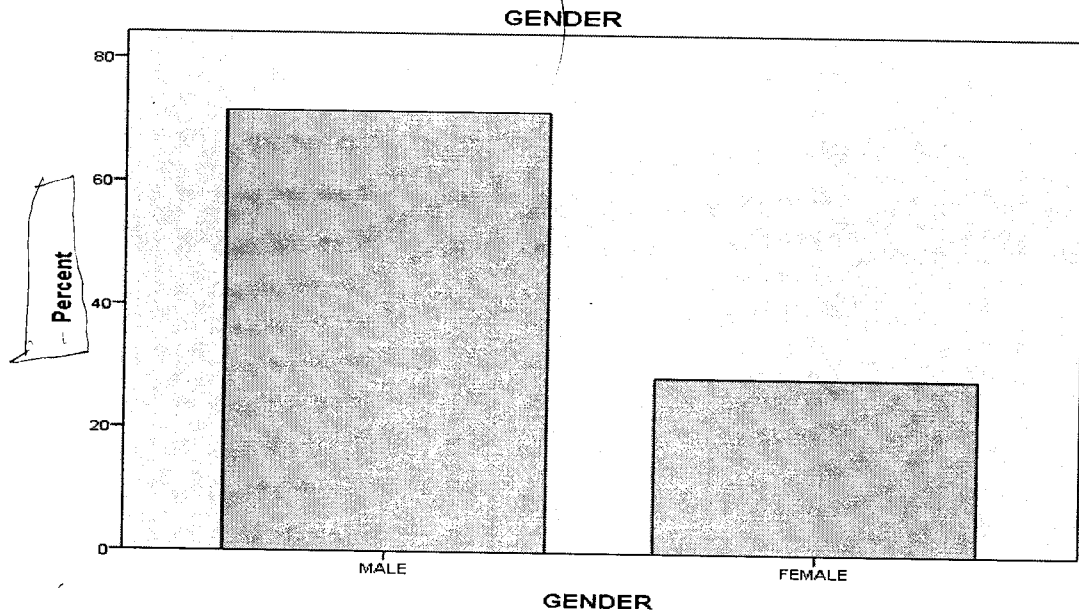
Percentage analysis has been done to find out the distribution pattern of the demographic profile of the employees.

4.1.1 PERCENTAGE ANALYSIS – GENDER DISTRIBUTION

TABLE 4.1.1 - To find the gender distribution

Particulars	Frequency	Percent
MALE	143	71.5
FEMALE	57	28.5
Total	200	100.0

CHART 4.1.1 - gender distribution



INFERENCE

From the above chart, it clearly predicts that 71.5 percent of the employees are male workers and only 28.5 percent employees are women workers

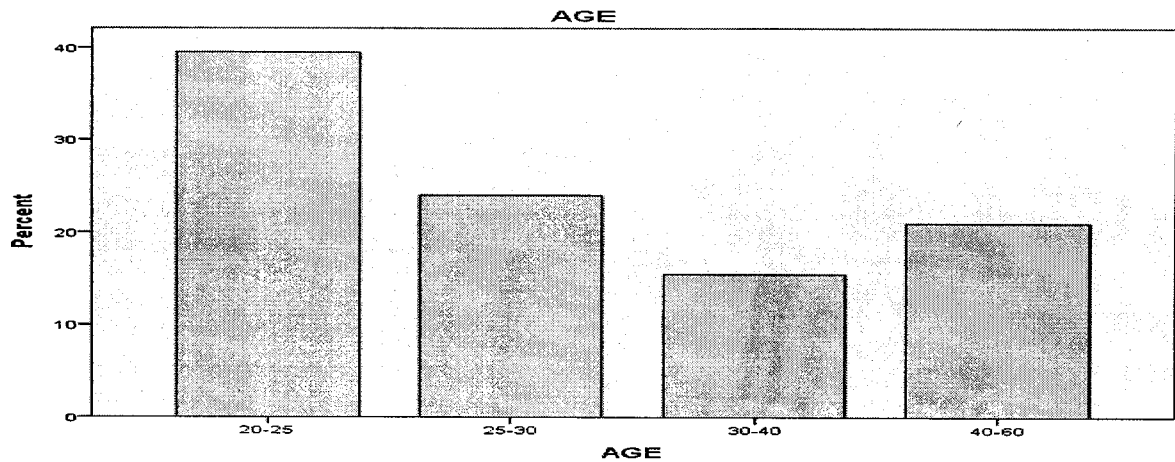
4.1.2 PERCENTAGE ANALYSIS – AGE DISTRIBUTION

TABLE 4.1.2

To find the age pattern

Particulars	Frequency	Percent
20-25	79	39.5
25-30	48	24.0
30-40	31	15.5
40-60	42	21.0
Total	200	100.0

CHART 4.1.2 – age pattern

**INFERENCE**

It is observed that nearly 39.5 percent of the employees are under the age 20 to 25. 24 percent employees are from 25 to 30 and it also quantifiable that 15 percent are under 30-40 and 21 percent are between 40 and 60.

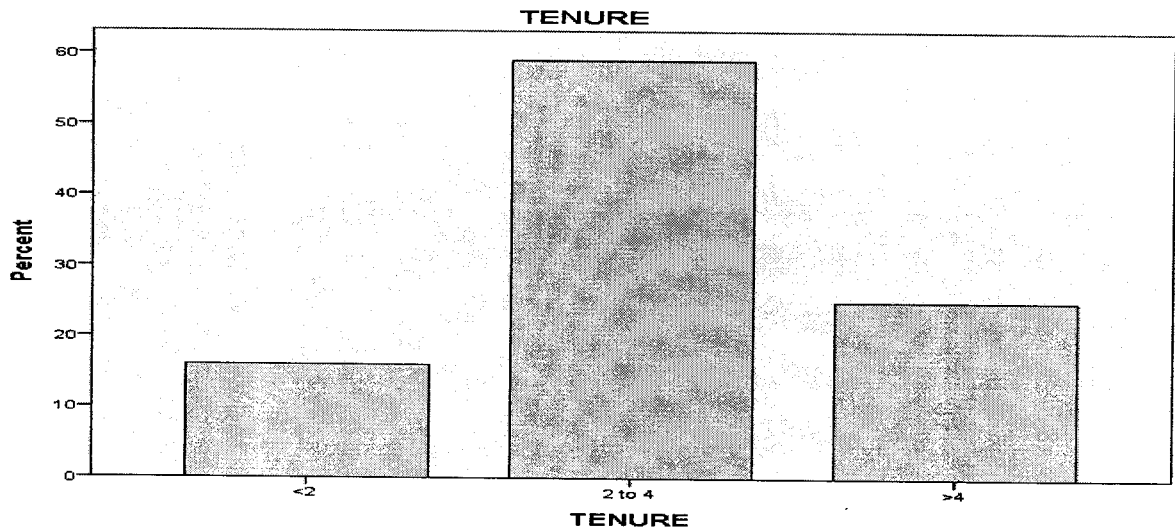
4.1.3 PERCENTAGE ANALYSIS – TENURE PATTERN

TABLE 4.1.3

To find the experiential position of the employees

Particulars	Frequency	Percent
<2	32	16.0
2 to 4	118	59.0
>4	50	25.0
Total	200	100.0

CHART 4.1.3 - Tenure



INFERENCE

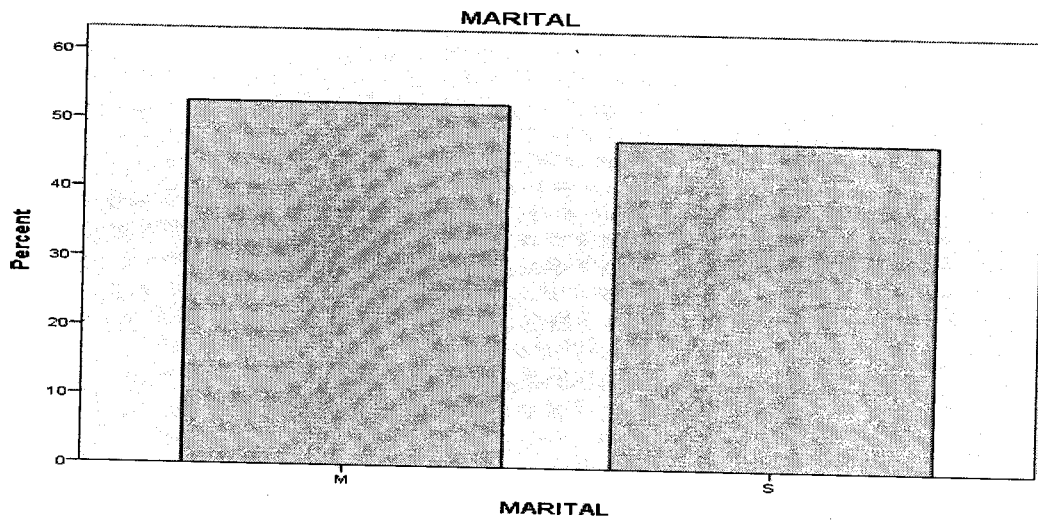
It is influenced that 16 percent of the employees are less than 2 years of experience and 59 percent have 2 to 4 years of experience and it is also found that 25 percent are working greater than 4 years.

4.1.4 PERCENTAGE ANALYSIS – MARITAL PATTERN

TABLE 4.1.4

To find the marital status of the respondent

Particulars	Frequency	Percent
M	105	52.5
S	95	47.5
Total	200	100.0

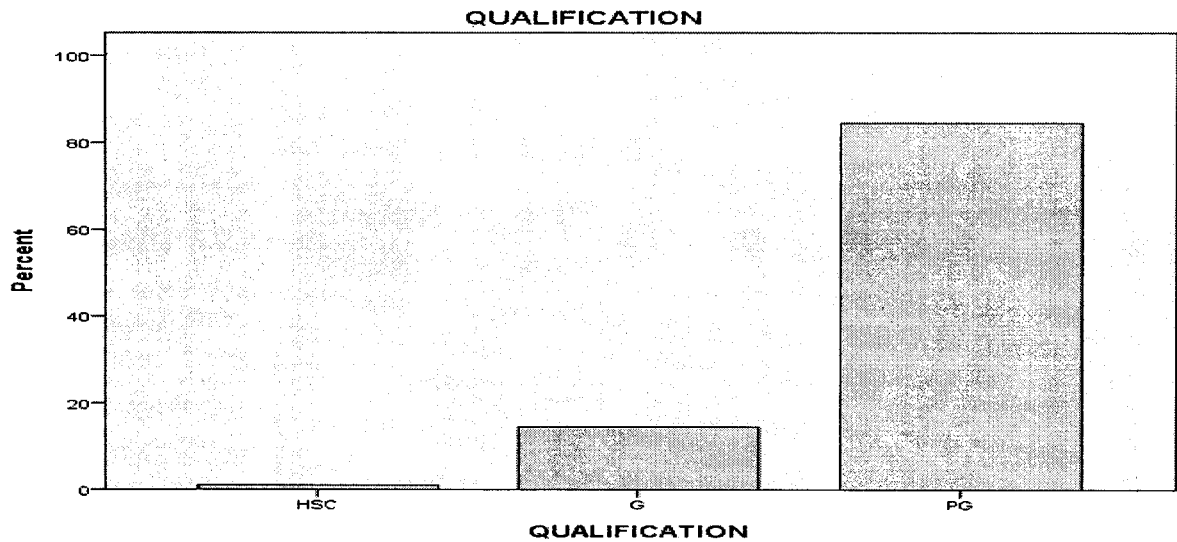
CHART 4.1.4 – Marital status**INFERENCE**

The above chart describes that 52.5 percent of employees are married and 47.5 percent are single.

4.1.5 PERCENTAGE ANALYSIS – QUALIFICATION DETAILS**TABLE 4.1.5**

To find out the qualification of the respondents

Particulars	Frequency	Percent
HSC	2	1.0
G	29	14.5
PG	169	84.5
Total	200	100.0

CHART 4.1.5 – qualification profile**INFERENCE**

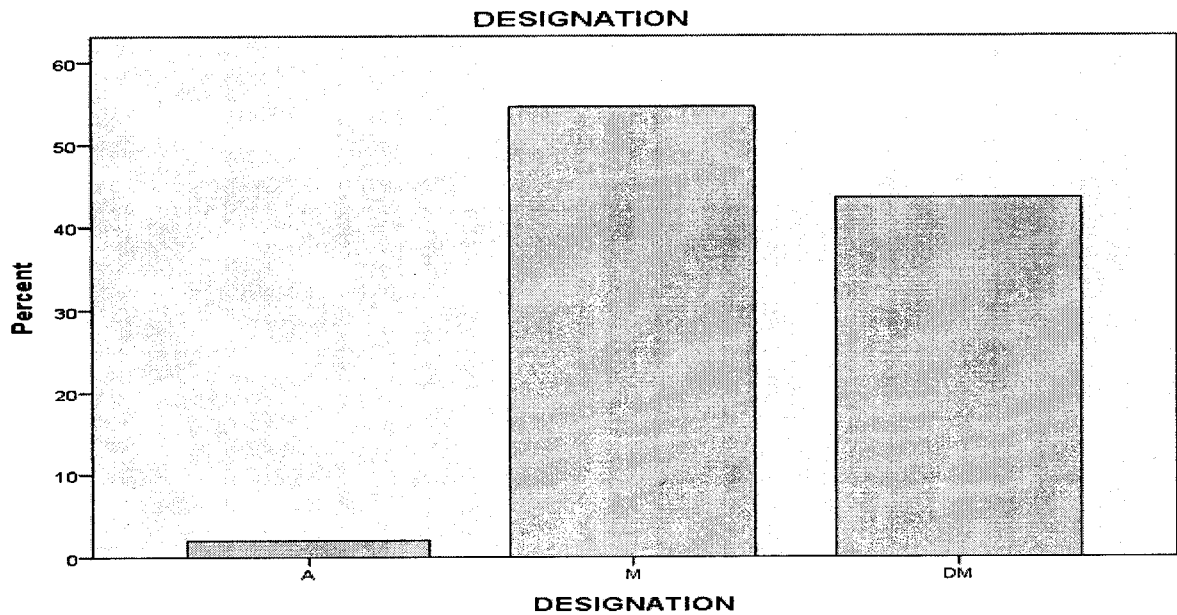
It has been observed that only 1 percent of the employees are higher secondary and 14.5 percent are graduates and remaining 84.5 percent are post graduates who have major contribution.

4.1.6 PERCENTAGE ANALYSIS – DESIGNATION PATTERN**TABLE 4.1.6**

To find out the designation of the employees

Particulars	Frequency	Percent
A	4	2.0
M	109	54.5
DM	87	43.5
Total	200	100.0

CHART 4.1.6 – Designation pattern



INFERENCE

2 percent employees are working as an agent and 54.5 percent are managers and 43.5 percent are working as deputy managers

4.2 DESCRIPTIVE STATISTICS AND ITEM RELIABILITY

By the descriptive analysis of the data it is shown that standard deviation for all of the variables is less than 1. According to Cohen (2003), for the normal distribution of the data standard deviation must have a range of 0 to 1. As all variables in this study have standard deviation less than 1 therefore the data may be considered normally distributed and Pearson Correlation test may also be applied for testing the relationship among variables

TABLE 4.2

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Item Reliability
TD	200	2.714	4.843	3.71633	.257136	.769
WA	200	2.522	4.522	3.68524	.253063	.863
JI	200	2.625	4.375	3.49708	.279571	.883
EP	200	2.111	4.143	3.11775	.247530	.748
Valid N (listwise)	200					

INTERPRETATION

It can be seen by the descriptive statistics that training varies from 2.714 to 4.843 with a mean of 3.71633 and deviation from the mean is 0.257136. This variable has scale reliability of 0.769. Work attitude vary from 2.522 to 4.522 with an average value of 3.68524 and a standard deviation of 0.253063. Work attitude variable has scale reliability of 0.863. Job Involvement varies from 2.625 to 4.375 with a mean of 2.79571 and a standard deviation of 0.279571 and scale reliability of 0.883. Employee Performance ranges from a minimum value of 2.111 to a maximum of 4.143 with an average value of 3.11775. The standard deviation of this variable is 0.247530 and scale reliability is 0.748. Hence it shows that all items have high internal consistency and hence it is accepted for the further test analysis.

4.2.1 TOTAL RELIABILITY TEST

TABLE 4.2.1

Case Processing Summary			
		N	%
Cases	Valid	200	100.0
	Excluded ^a	0	.0
	Total	200	100.0
RELIABILITY STATISTICS			
Cronbach's Alpha		N of Items	
.858		28	

Interpretation

The alpha coefficient for the four items are .858, suggesting that the items have relatively high internal consistency.

4.3 CORRELATION ANALYSIS

The correlation is the measure of the strength of the relationships between the variables. That is how well changes in one variable can be predicted by the changes in another variable. The scale model suggested by Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown below:

1. 0.7 and above – very strong relationship,
2. 0.50 to 0.69 – strong relationship,
3. 0.30 to 0.49 – moderate relationship,
4. 0.10 to 0.29 – low relationships and
5. 0.01 to 0.09 – very low relationship.

4.3.1 To assess the correlation among the factors of the Employee Performance

The four factors of the study were subject to correlation analysis and the correlation among the factors was very high. The result of the correlation analysis is exhibited in table 4.3.1

TABLE 4.3.1
Inter correlation of constructs in the employee performance

Correlations					
		TD	WA	JI	EP
TD	Pearson Correlation	1	.612**	.552**	.874**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
WA	Pearson Correlation	.612**	1	.342**	.619**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
JI	Pearson Correlation	.552**	.342**	1	.627**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
EP	Pearson Correlation	.874**	.619**	.627**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).					

INTERPRETATION

Table 4.3.1 explains direction and strength of the relationship between all understudy variables. From the table, it is shown that there exists a positive relationship between Training and work attitude and the strength of this relationship is 61.2%. Work attitude and Performance are related positively and the strength is 61.9%. The relationship between Training and Job Involvement is positive and 55.2% strong. The positive correlation between Job Involvement and Performance is 62.7% strong. Finally, the positive relationship between Training and Performance is 87.4% which is very strong. All the relationships are significant at 1% level of significance for two tailed test.

4.4 REGRESSION ANALYSIS

Regression analysis provides the results of constant, coefficients, coefficient of determination, T-value and P-value and F test. Constant or y-intercept explains that if independent variable is zero then what will be the value of dependent variable. Coefficient is the slope of regression line and it explains that 1 unit change in independent variable will bring how much change in dependent variable. The value of Coefficient of determination (R^2) explains that how much variation in the dependent variable is explained by the identified independent variable. T-value shows that how the regression model results as a good predictor of the dependent variable. P-value explains the significance of all the coefficients. While, F-test shows the total strength of model.

4.4.1 Effect of Training and development on employee performance

Dependent Variable – employee performance

Independent Variables – Training and development

TABLE 4.4.1

MODEL SUMMARY					
Model	R	R square	Adjusted R square	Std error of the estimate	
1	.892 ^a	.795	.794	.116894	
ANOVA					
Model	Sum of squares	Degrees of freedom	Mean square	F	Significance value
Regression	10.492	1	10.492	767.878	.000 ^b
Residual	2.706	198	.014		
Total	13.198	199			
COEFFICIENTS					
Model	Unstandardized coefficients		Standardized coefficients	t	Significance value
	B	Std error	Beta		
1(Constant)	.399	.120		3.324	.001
TD	.893	.032	.892	27.711	.000

INTERPRETATION

This model is proved to be .795 times reliable, which is a good sign. The significance of the model in the ANOVA table is less than 0.01 and this indicates that the model is very good. It is observed from the model that training and perceived ease of use have high influence of .893.

4.4.2 Effect of Training and development on work attitude

Dependent Variable – work attitude

Independent Variables – Training and development

TABLE 4.4.2

MODEL SUMMARY					
Model	R	R square	Adjusted R square	Std error of the estimate	
1	.612 ^a	.375	.372	.200559	
ANOVA					
Model	Sum of squares	Degrees of freedom	Mean square	F	Significance value
Regression	4.780	1	4.780	118.828	.000 ^b
Residual	7.964	198	.040		
Total	12.744	199			
COEFFICIENTS					
Model	Unstandardized coefficients		Standardized coefficients	t	Significance value
	B	Std error	Beta		
1(Constant)	1.445	.206		7.017	.000
TD	.603	.055	.612	10.901	.000

INTERPRETATION

This model predicts the effect of training and development on work attitude. This model is proved to be .375 times reliable, which is a good sign. The significance of the model in the ANOVA table is less than 0.01 and this indicates that the model is very good. It is observed from the model that training and perceived ease of use have high influence of .603.

4.4.3 Effect of work attitude on employee performance

Dependent Variable – Employee performance

Independent Variables – work attitude

TABLE 4.4.3

MODEL SUMMARY					
Model	R	R square	Adjusted R square	Std error of the estimate	
1	.637 ^a	.406	.403	.198954	
ANOVA					
Model	Sum of squares	Degrees of freedom	Mean square	F	Significance value
Regression	5.361	1	5.361	135.429	.000 ^b
Residual	7.837	198	.040		
Total	13.198	199			
COEFFICIENTS					
Model	Unstandardized coefficients		Standardized coefficients	t	Significance value
	B	Std error	Beta		
1(Constant)	1.328	.206		6.449	.000
WA	.649	.056	.637	11.637	.000

INTERPRETATION

This model is proved to be .406 times reliable, which is a good sign. The significance of the model in the ANOVA table is less than 0.01 and this indicates that the model is very good. It is observed from the model that work attitude and perceived ease of use have high influence of .649.

4.4.4 Effect of Training and development on work attitude

Dependent Variable – job involvement

Independent Variables – Training and development

TABLE 4.4.4

MODEL SUMMARY					
Model	R	R square	Adjusted R square	Std error of the estimate	
1	.552 ^a	.305	.301	.233724	
ANOVA					
Model	Sum of squares	Degrees of freedom	Mean square	F	Significance value
Regression	4.738	1	4.738	86.729	.000 ^b
Residual	10.816	198	.055		
Total	15.554	199			
COEFFICIENTS					
Model	Unstandardized coefficients		Standardized coefficients	t	Significance value
	B	Std error	Beta		
1(Constant)	1.467	.240		6.112	.000
TD	.600	.064	.552	9.313	.000

INTERPRETATION

This model is proved to be .305 times reliable, which is a good sign. The significance of the model in the ANOVA table is less than 0.01 and this indicates that the model is very good. It is observed from the model that training and perceived ease of use have high influence of .60

4.4.5 Effect of job involvement on employee performance

Dependent Variable – Employee performance

Independent Variables – Job involvement

TABLE 4.4.5

MODEL SUMMARY					
Model	R	R square	Adjusted R square	Std error of the estimate	
1	.610 ^a	.372	.368	.204662	
ANOVA					
Model	Sum of squares	Degrees of freedom	Mean square	F	Significance value
Regression	4.904	1	4.904	117.089	.000 ^b
Residual	8.294	198	.042		
Total	13.198	199			
COEFFICIENTS					
Model	Unstandardized coefficients		Standardized coefficients	t	Significance value
	B	Std error	Beta		
1(Constant)	1.642	.192		8.533	.000
JI	.562	.052	.610	10.821	.000

INTERPRETATION

This model is proved to be .372 times reliable, which is a good sign. The significance of the model in the ANOVA table is less than 0.01 and this indicates that the model is very good. It is observed from the model that training and perceived ease of use have high influence of .562.

4.5 CHI SQUARE TESTS

The chi-square test for independence, also called Pearson's chi-square test or the chi-square test of association, is used to discover if there is a relationship between two categorical variables.

4.5.1 ASSOCIATION BETWEEN AGE AND EMPLOYEE PERFORMANCE

Table 4.5.1

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.543^a	3	.044
Likelihood Ratio	7.792	3	.050
Linear-by-Linear Association	7.391	1	.032
N of Valid Cases	200		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.27.			

INTERPRETATION

From the above table, it can be inferred that there is an association between age and employee performance. Since the significant value is 0.44, it can be noted that both the factors have a strong relationship.

4.5.2 ASSOCIATION BETWEEN TENURE AND EMPLOYEE PERFORMANCE

TABLE 4.5.2

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.163^a	2	.028
Likelihood Ratio	7.302	2	.026
Linear-by-Linear Association	7.012	1	.008
N of Valid Cases	200		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.44.			

INTERPRETAION

From the above table, it can influence that there is an association between tenure and employee performance. Since the significant value is 0.28, it can be noted that both the factors have strong relationship.

4.5.3 ASSOCIATION BETWEEN MARITAL STATUS AND EMPLOYEE PERFORMANCE

TABLE 4.5.3

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	3.769 ^a	1	.050		
Continuity Correction ^b	3.073	1	.080		
Likelihood Ratio	3.852	1	.050		
Fisher's Exact Test				.041	.029
Linear-by-Linear Association	3.750	1	.053		
N of Valid Cases	200				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 16.15.					
b. Computed only for a 2x2 table					

INTERPRETATION

From the above table it shows that there is the relationship between marital status and employee performance since the significant value is 0.029. Hence it can be predicted that both the variables have highly associate with each other.

4.5.4 ASSOCIATION BETWEEN GENDER AND EMPLOYEE PERFORMANCE

TABLE 4.5.4

Chi-Square Tests					
	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2- sided)	Exact Sig. (1- sided)
Pearson Chi-Square	.083^a	1	.774		
Continuity Correction ^b	.006	1	.937		
Likelihood Ratio	.084	1	.772		
Fisher's Exact Test				.638	.476
Linear-by-Linear Association	.082	1	.774		
N of Valid Cases	200				
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 9.69.					
b. Computed only for a 2x2 table					

INTERPRETATION

It can be predicted that the above table describes there is no associative relationship between gender and employee performance. The significant values are greater than 0.05.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

5.1.1 PERCENTAGE ANALYSIS

- The percentage analysis clearly found out about the demographic variables like gender, marital status, qualification, designation, age and tenure.
- it clearly predicts that 71.5 percent of the employees are male workers and only 28.5 percent employees are women workers.
- It is observed that nearly 39.5 percent of the employees are under the age 20 to 25. 24 percent employees are from 25 to 30 and it also quantifiable that 15 percent are under 30-40 and 21 percent are between 40 and 60.
- It is influenced that 16 percent of the employees are less than 2 years of experience and 59 percent have 2 to 4 years of experience and it is also found that 25 percent are working greater than 4 years.
- It describes that 52.5 percent of employees are married and 47.5 percent are single.
- It has been observed that only 1 percent of the employees are higher secondary and 14.5 percent are graduates and remaining 84.5 percent are post graduates who have major contribution.
- 2 percent employees are working as an agent and 54.5 percent are managers and 43.5 percent are working as deputy managers

5.1.2 DESCRIPTIVE STATISTICS AND RELIABILITY ANALYSIS

- All variables in this study have standard deviation less than 1 therefore the data may be considered normally distributed and Pearson Correlation test may also be applied for testing the relationship among variables.
- All items have high internal consistency and hence it is accepted for the further test analysis

5.1.3 CORRELATION ANALYSIS

- It has been found that there is high relationship between Training and development and employee performance and its strength of the relationship is 87.4 percent.
- It also shown that all intervenient, dependent and independent variables have considerable relationship among each other.

5.1.4 REGRESSION ANALYSIS

- It has been found that for training and work attitude, R^2 value is .375 and it shows that 37.5 percent it has influence over the predictive variable. If training is increased by 1 percent, work attitude will increase by 60.3 percent. Since significant value is less than 0.01, it proves that the model is very good.
- It clearly predicts that all findings of the dependent variable over independent variable have good relationship, since the significant value is less than 0.01.

- If 1 percent increases in work attitude, performance will influence by 64.9 percent. R^2 value is .406 and it shows that 40.6 percent it has influence over the predictive variable.
- R^2 value is .305 and it shows that 30.5 percent it has influence over the predictive variable. If 1 percent increases in training, job involvement will influence by 60.0 percent.
- If 1 percent increases in job involvement, performance will influence by 56.2 percent. R^2 value is .372 and it shows that 37.2 percent it has influence over the predictive variable.
- It has been found that R^2 value is .795 and it shows that 79.5 percent it has influence over the predictive variable. If 1 percent increases in training, performance will influence by 89.3 percent.

5.1.5 CHI SQUARE TESTS

- From the analysis, it has been found that the factors age, tenure and marital status over employee performance have high association between each other.
- It is also found that there is no association between gender and employee performance. The difference in the gender bias does not affect the employee performance.

5.2 SUGGESTIONS

- "Training Need Analysis" should be given primary importance so that organizations can fully achieve desired training goals. Biasness should be minimized while selecting the candidates for training.
- Training programs should be linked with employee's promotions so that these programs help increase employee motivation which ultimately results in high performance.
- Employees should be clearly communicated about the potential benefits of training programs so that they can participate whole heartedly. Trainer should be from within the organization because trainees feel more comfortable to communicate and discuss issues and problems. It enhances the work attitude of the employees.
- Evaluation of the training program is of vital importance because it helps in ensuring the effectiveness of the training program. This enhances the development of training program with the great enhancement.
- The findings of this study suggest that training should made critical part of the organizational structure. For employee performance, innovativeness and competitiveness, the most vital ingredient is its workforce's knowledge and skills. Those organizations which invest in employee training, and are aware of cut throat competition are the ones who know the importance of training.
- Fast pace technological development and organizational change helped employers to realize that success demands the enhancement of employee skills and abilities and it requires uninterrupted investment in training.

5.3 CONCLUSION

The aim of this study has been to examine the impact of training and development on employee performance in IDBI Federal Life Insurance Company Ltd. The study was conducted with a set of hypotheses which relate directly to the research questions. The fundamental hypothesis states that there is positive effect of training and development on employee performance. Data was collected through questionnaires; the analysis showed that there is a strong positive effect of training on employee performance.

Training is a key element for improved performance; it can increase the level of individual and organizational competency. It helps to reconcile the gap between what should happen and what is happening – between desired targets or standards and actual levels of work performance. Training need is any shortfall in employee performance, or potential performance which can be remedied by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Although the study looked into the role and impact of training on employee performance in IDBI Federal Life Insurance Company Ltd nevertheless it can also be implemented by comparing all other insurance companies. Training enhances skills, competency, ability and ultimately worker performance and productivity in organizations. It has been followed that organizational success relied on the skills and abilities of their employees, and this means that organizational success depends to an extent on considerable and continuous investment in training. This would ensure an adequate supply of staff that is technically and socially competent and capable of being developed into specialists for the relevant departments or management positions. In the organizations there is a continual need for the process of staff development, and training fulfils an important part of this process.

5.4 SCOPE FOR THE FUTURE STUDY

For future research it is recommended that same study can be conducted by comparing with other insurance companies like LIC, ICICI prudential, Bajaj alliance, etc and along with these intervening variables, some more variables like promotion, employee commitment, salary etc can be included in the model to increase the scope of the investigation.

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APPENDIX

QUESTIONNAIRE FOR IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN IDBI FEDERAL LIFE INSURANCE CO LTD, COIMBATORE

SECTION A

Questions below are about your background. Please tick [√] in the appropriate box.

1. Gender
 - Male
 - Female
2. Marital status
 - Married
 - Single
3. Age: _____ years
4. Qualification
 - Post Graduate
 - Graduate
 - SSLC or HSC
5. Designation: _____
6. Total working experience in IDBI FEDERAL _____ years

Please read the following statements, and tick [√] appropriately in the box. Your right clicks are appreciated and your little bit cooperation will help me to reach on the best solution.

1	2	3	4	5
Strongly disagree	Disagree	Uncertain	Agree	Strongly agree

S.NO	PARTICULARS	1	2	3	4	5
SECTION B						
1	Employees are motivated towards training program.					
2	Training programs are job oriented.					
3	Organizational culture facilitates the training and development programs.					
4	Trained employees are more efficient and effective as compared to untrained.					
5	Training is provided in accordance with the international standards.					
6	Working condition support the training program.					
7	Trained employees get more incentives.					
SECTION C						
8	I have a strong sense of attachment to my workplace and consider myself a significant contributor to an important activity.					
9	I have particular sense of loyalty to my employer.					
10	This job is just like any other work and the only thing that matters is the salary.					
11	Apart from the salary, it gives me a sense of personal satisfaction.					
12	I do not let my work interfere with the rest of my life.					
13	I value most of the time spend at work.					
SECTION D						
14	Most of my personal goals are related with my job.					
15	I get the most satisfaction in life from my job.					
16	Every morning I go to work enthusiastically.					
17	I would go on working even if I did not need to earn money.					
18	Most of my interests are related with my job.					

19	I would be undertaking extra duties and responsibilities related with my job.					
20	I am personally quite committed to my job.					
21	I can overwork to finish things even if I don't have the necessary time.					

S.NO	PARTICULARS	1	2	3	4	5
SECTION E						
21	Leadership and decision making training is provided to the employees.					
22	I require further training for the motivation towards the improvement of the performance which helps me to increase the overall productivity of the organization.					
23	Training and development program will give me better idea of the career path, which I want to pursue.					
24	Training programs help me to stay up-to-date with new process of procedures related to my job.					
25	Trained employees understand the problems and get the solutions quickly.					
26	T&D plans and policies are responding quickly and effectively with respect to business needs.					
27	Trained employees make less number of mistakes as compared to untrained.					