

EMPIRICAL ANALYSIS ON EFFECTIVENESS OF TRAINING PROGRAM GIVEN TO THE NEW EMPLOYEES HANDLING THE CAFES AT CAFÉ COFFEE DAY

J. Bhavani

Department of Master of Business Administration, VIT Business School, Vellore Institute of Technology, Chennai, India

Abstract

This article mainly focuses on the relationship between employee training and development program efficiency and employees' performance. The aim of the study employee training and development practices followed in Café Coffee Day at Hyderabad. It gives idea about various training and development programs carried in Café Coffee Day, type of training provided to Coffee Day employees. It also focuses on training needs of a new employee and involvement in such type of training program. The objective of the study is to analyze the implementation of training and development practices Café Coffee Day and its impact on perception of employees which leads to performance improvement. It is observed that Café Coffee Day is following a systematic process in training and development practices create high job satisfaction level within employees. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Keywords:

Training, Development, Involvement, Cafe Coffee Day, Employee Performance

1. INTRODUCTION

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. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. 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.

2. LITERATURE REVIEW

Khan et al. [9] studied the training and development had positive effect on organizational performance. It was proved by the hypotheses that, Training design, on the job training and delivery style of training and development has significant effect on the organizational performance.

Kumar and Yanan [11] implies that types of training do not influence the training effectiveness. This study found the factors that affect employee training and its impact in acting human

resource practices thereby laying the theoretical foundation for the future research.

Saleem and Shahid [8] studied the degree of influence of training and development on employee's behavior, found that the purpose of training and development was pervasive. Training and development builds a team of highly effective and efficient workforce. Employees who are trained regularly are well motivated, well-mannered and have enhanced confidence and self-esteem.

Chaturvedi et al. [3] revealed from factors affecting training decision of middle level employees at automobile industry, that training determines the competency level of employees which helps in deciding the future of any organization. Growing attrition, demands and aspirations of employees all lead to a severe challenge for preparing the workforce for attaining future roles.

Chochar and Davoine [12] presents the utility analysis approach as an alternative and promising approach to measure the return on investment in managerial training programs. It links the economic value with competencies developed by trainees through the various training and development programs.

Grossman and Salas [10] studied the organizations invest billions of dollars in training every year, many trained competencies reportedly fail to transfer to the workplace. Researchers have long examined the 'transfer problem', uncovering a wealth of information regarding the transfer of training.

Ongori and Nzonzo [5] studied the training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general only limited focus on evaluation of training and development practices in organizations.

Hussain [6] carried out an empirical study of the relationship between motivation to transfer and transfer of training on job. The proposed model of this paper revolved around the factors that influenced and contributes to the training effectiveness.

Kalaiselvan and Naachimuthu [7] described training by graphical representation, training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight: Strategic (Lower training cost and higher business benefits), Payback (Higher training cost and higher business benefits), Think (Lower training cost and lower business benefits) and Drop (Higher training cost and higher business benefits).

Atif et al. [1] studied employee retention relationship to training and development in Lahore. They focused on

compensation packages after employee training and development practices for retention purposes.

Obisi [4] carried a research on employee training and development in Nigerian organizations. He stated that without training, it will be very difficult to acquire skills and without skills organizations will not achieve its objectives through people.

Bulut and Culha [2] investigated the impact of organizational training on employee commitment focusing on employees' emotional and affective responses towards their organization.

3. METHODOLOGY

The research design adopted in this study is descriptive in nature. This research design provides a description of the state of affairs as in the organization. Simple random sampling was followed to identify the respondents of the study. The samples are collected using primary data through questionnaire method. The sample is collected from the employees of different department of cafe coffee day. The total population is 203, if which 106 has been taken as sample size, during the study period of three months.

3.1 OBJECTIVES OF THE STUDY

To study the efficiency of Learning and development of trainee's at Café Coffee Day.

3.2 DATA ANALYSIS AND INTERPRETATION

Table.1. Gender wise Classification of the Respondents

Gender Classification	Frequency	Percentage
Male	68	64.2
Female	38	35.8
Total	106	100.0

It is inferred from the Table.1 that 64.2% employees are males and other 35.8% are females.

Table.2. Various Age Groups of the Employees

Age	Frequency	Percentage
18-22	68	64.2
23-27	37	34.9
28-32	1	.9
Total	106	100.0

It is inferred from the Table.2 that 64.2% are between (18-22), 34.9% are from (23-27) and 0.9% are from (28-32) of age group.

3.3 CHI-SQUARE TEST

Null Hypothesis: There is no significant association between the employees who are feeling that changes are required in current training process.

Since from the Chi Square test $0.902 > 0.05$ there is no reason to reject the Null Hypothesis. Therefore none of the employees are feeling that changes are required in the current training process.

Table.3. Chi- Square Test Results

Tests	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	9.257 ^a	16	.902
Likelihood Ratio	9.968	16	.868
Linear-by-Linear Association	1.793	1	.181
N of Valid Cases	106		

^a18 cells (72.0%) have expected count less than 5. The minimum expected count is .66.

3.4 ANOVA TEST

Null Hypothesis: There is no significant difference between the experience and salary satisfaction level of the employee at Cafe Coffee Day.

Table.4. Descriptive Statistics

Variables	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.195	4	.299	1.345	.259
Within Groups	22.428	101	.222		
Total	23.623	105			

From the Table.4, it is concluded that the alternative hypothesis is accepted. Therefore the experience and salary satisfaction level of the employee are statistically related to each other.

4. CONCLUSION

Training and development helps the growth of a business. The company needs to have motivated and confident staff who have up-to-date skills in order to remain competitive. The Study throws light on the effectiveness on training and development programmers being conducted in Café Coffee Day. Based on the findings, the management can redesign and develop new modules in the training and development program, so that ultimately the resources of employees are utilized at optimum level.

Whenever a need for knowledge request arises in the system the organization should take steps to update the knowledge and skill of the employees by organizing training program. Effective training and development evaluation strategies are required to measure change in individual, and team in respect of organizational efficiency and effectiveness.

Training keeps the employee in touch with the new era developments and changes happening in the today are fast developing market. Training and Development is an endless process where each and every individual in the organization will keep learning new things which help him individually and to the growth of organization also.

REFERENCES

[1] Anis Atif, Ijaz Ur Rehman, Abdul Nasir and Nadeem Safwan, "Employee Retention Relationship to Training and Development: A Compensation Perspective", *African*

- Journal of Business Management*, Vol. 5, No. 7, pp. 2679-2685, 2011.
- [2] Cagri Bulut and Osman Culha, "The Effects of Organizational Training on Organizational Commitment", *International Journal of Training and Development*, Vol. 14, No. 4, pp. 309-322, 2010.
- [3] Vijit Chaturvedi and Suman Arora, "Factors Affecting Training Decision of Middle Level Employees in Automobile Industry: a Study with Reference to Automobile Industry in NCR", Technical Report, Indian Society for Training and Development, pp. 23-54, 2011.
- [4] Chris Obisi, "Employee Training and Development in Nigerian Organisation: Some Observations and Agenda for Research", *Australian Journal of Business and Management Research*, Vol. 1, No. 9, pp. 82-94, 2011.
- [5] Henry Ongori and Jennifer Chishamiso Nzonzo, "Training and Development Practices in an Organisation: An Intervention to Enhance Organisational Effectiveness", *International Journal of Engineering and Management Sciences*, Vol. 2, No. 4, pp. 187-198, 2011.
- [6] R.M. Hussain, "An Empirical Study of the Relationship between Motivation to Transfer and Transfer of Training", *Far East Journal of Psychology and Business*, Vol. 5, No. 1, pp. 47-56, 2011.
- [7] K. Kalaiselvan and K.P. Naachimuthu, "A Synergetic Model to Training and Development", *Indian Journal of Industrial Relations*, Vol. 47, No. 2, pp. 366-379, 2011.
- [8] Qasim Saleem and Mehwish Shahid, "Degree of Influence of Training and Development on Employees Behaviour", *International Journal of Computing and Business Research*, Vol. 2, No. 3, pp. 1-13, 2011.
- [9] Raja Abdul Graford Khan, Furqan Ahmed Khan and Muhammad Aslam Khan, "Training and Development has Positive Effect on Organizational Performance", *Global Journal of Management and Business Research*, Vol. 11, No. 7, pp. 1-7, 2011.
- [10] Rebecca Grossman and Eduardo Salas, "The Transfer of Training: What Really Matters", *International Journal of Training and Development*, Vol. 15, No. 2, pp. 103-120, 2011
- [11] Vimala Sanjeev Kumar and Hu Yanan, "A Study on Training Factors and Its Impact on Training Effectiveness in Kedah State Development Corporation, Kedah, Malaysia", *International Journal of Human Resource Studies*, Vol. 1, No. 2, pp. 136-156, 2011.
- [12] Yves Chochard and Eric Davoine, "Variables Influencing the Return on Investment in Management Training Programs: A Utility Analysis of 10 Swiss Cases", *International Journal of Training and Development*, Vol. 15, No. 3, pp. 225-243, 2011.