



Employee Training And Professional Effectiveness– An Investigation At Tech Mahindra Limited

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ABSTRACT

Every company that wants to grow, needs to invest in training. Training is essentially the process of learning the skills required for a specific job. It focuses on specific objectives, such as understanding a process and operating a specific machine or system. The current study is based on primary data gathered from employees of Tech Mahindra Limited. The purpose of this study is to determine whether employees' experience and trainings had any impact on their professional effectiveness. According to the findings of the correlation study, there was no significant relation between employees' experience and their professional effectiveness, but there was a substantial positive relationship existed between trainings attended and professional effectiveness. As a result, the researchers intended to use regression analysis to determine the degree of the effect of trainings attended on employee's professional effectiveness. According to the data, trainings attended had a statistically significant impact on professional effectiveness. As a result, it is suggested that Tech Mahindra Limited might continue to engage its workers in training activities to equip them with new skills and technical knowledge in order to increase their competency level in terms of professional effectiveness.

Keywords: Competency, Employee Training, Professional Effectiveness, Tech Mahindra

INTRODUCTION

Training refers to the official, continuing efforts undertaken inside firms to increase employee development and self-confidence through a range of educational techniques and programmes (Yeshiwas, 2012). Training is associated with the interaction of two organisational effectiveness elements, namely, people and technology. Uninformed employees become informed employees, and unskilled or semiskilled workers become capable of doing their assigned jobs in the manner desired by the firm (Verma & Goyal, 2011). The recognition of training requirements is explored in depth at all levels of the company, which aids in the development and implementation of successful training programmes for its human resources. Importance has been given to 'need-based training,' that will have a direct influence on staff efficiencies and job performance. Training measures often give vital inputs to workforce for the optimal performance of current and future tasks (Singh & Malhotra, 2018). Internal employee movement from one unit to another or from one department to another need training as well. Employees are trained when they are promoted or transferred from one location to another or from one position to another. As a result, training is a constant process that aids in the utilization of new and updated techniques. An upgrade in old procedures can be effectively done with the aid of training (Kalpana & Hymavathi, 2018). As a result, training should be tailored to the goals and purpose of the organisation. Effective training is a deliberate intervention aimed at achieving the learning required for improved employee performance. At this instance, the researchers sought to investigate the impact of training on employee's professional effectiveness in general and at Tech Mahindra Limited in particular.'

REVIEW OF LITERATURE

Ahmadi (2019) has conducted a case study, and investigated the effects of training programmes on employee performance in Afghanistan's telecommunications companies. Quantitative study was carried out, and data

were gathered using questionnaires with 18 questions, which was distributed to 61 employees from four organizations. According to the findings of the study, training and development had a favourable impact on employee performance.

Empirical research was carried out by (Singh, 2015) on the personnel of a Life Insurance Company Limited in the Jhansi and Kanpur areas (India). The sample size was limited to 20 people, and the questionnaire was obtained through personal interviews with Life Insurance Company trainers. Participant effectiveness is the third element that influences training programme effectiveness, and only one variable, knowledge improvement, has the greatest influence on training effectiveness, with a strength of 40.5 percent. The research advised that, organisations could focus on the trainer's lecture delivery method, query handling technique, and that the training programme need to be flexible.

The influence of training on employee performance was investigated by (Anitha & Kumar, 2016) in the private insurance industry in Coimbatore, which included 10 life and non-life insurance businesses. The data was obtained using the questionnaire approach. The sample size for this study was 75, and the sampling method employed was random sampling. The acquired data was examined using the t-test and the chi square test. Employee performance was increased as a result of good training, according to the findings. According to the research, the efficacy of training should be increased by adequate monthly scheduling of training, selection of quality trainers, implementation of the best training techniques, and so on.

The influence of job training on temporary worker performance was investigated, as well as field experimental evidence from insurance sales agents by (Lyons, 2020). There were 296 agents in the sample, 242 of whom were sub-agents and 54 of whom were lead agents. According to the article, the rise in temporary employment arrangements has not been impeded by job training regulations. Specifically, even if job training has a low predicted labour market value for employees, if temporary workers think that their investment in the training would be sufficiently useful for their short-term earnings relative to the cost of investing in it, the incentives for obtaining this knowledge should motivate these employees to do so.

Shah & Sultan (2015) has employed the questionnaire approach to gather data for this descriptive study, which assessed the effects of training on productivity in the Life Insurance Sector. The sample includes 200 sales personnel in all. The researchers employed a questionnaire to collect data, then they analysed it using Mean, Standard Deviation, Skewness, and Kurtosis. The findings indicated that, there was a considerable influence of training on productivity in the life insurance sector, implying that efforts should be made to ensure that trainers have the requisite skills to impart training and that what is taught in training is relevant to job responsibilities. It was concluded that, training was effective, which resulted in increased output.

The purpose of this study conducted by (Amoako, 2018) was to assess the efficacy of training and development procedures in certain chosen insurance companies in Ghana, utilising a qualitative methodology and an exploratory design. The non-probability purposive selection approach was used to choose thirty respondents from the three specified insurance firms. According to the study, managers and supervisors might reach this goal by mentoring employees and then monitoring the job they do and do on a regular basis. This will contribute to successful training and development procedures in Ghana's insurance sector.

The impact of training and development strategies on staff retention at Madison Insurance Company Limited in Nairobi, Kenya, was investigated by (Karimi, 2019) using regression analysis. The acquired data was examined using descriptive statistics such as standard deviation, mean, percentage, and frequency. According to the study, training and development techniques positively and significantly increased employee retention, and job rotation assisted employees in learning and developing new abilities. As a result, the study advised insurance company management to incorporate job rotations and transfers as a training and development practice; this will allow the organisation to discover hidden talents and gather information on how well different employees fit the various jobs, as well as the profitability of each job.

(Piaralal et al., 2014) investigated whether the human resource elements (rewards, training, teamwork, and empowerment) influence on the service recovery performance (SRP) of customer support staff in life insurance firms. Regression and hierarchical analysis were used to evaluate data collected from 350 customer service personnel using convenience sampling. SRP was proven to be a strong predictor of training. According to the survey, life insurance businesses must train their sales employees in problem solving, communication, technology, information understanding, cultural compatibility, emotional intelligence, collective capacity, and ethics in order to increase service quality.

(Yeshiwas, 2012) has acquired the necessary information regarding training and development from Ethiopian Insurance Corporations from five districts. The information received from the surveys was evaluated using frequencies and percentages. The study recommended that, the training topic should be chosen in accordance with the employees' skill gaps. Furthermore, the training subjects must be relevant to the situation at hand. The selection of trainees must also be fair and open.

(Verma & Goyal, 2011) examined the current state of different training and development strategies at Life Insurance Corporation in India, as well as the hypothesized relationship between training and staff productivity. The data was processed and analysed using correlation and regression analysis. The results suggested that, training in Life Insurance Corporation is ordinary, and employee perception of training and development were not significantly different. A few of the suggestions included that, it is critical that managers, senior executives, and all workers get training; and that any training/management development that occurs is based on a proper study of its contribution to an organization's effectiveness and efficiency.

Many previous studies have been conducted in this area, but little attention has been paid to the assessment of training on employee performance. Many researchers focused on many elements to study, such as the efficacy of training and development, training and its impact on productivity, employee empowerment, employee retention, employee performance, and so on, but employee performance evaluation via training remained untouched. As a result, the current study contributes to the impact of training on employee performance in the context of Tech Mahindra Limited.

STATEMENT OF THE PROBLEM

Training is a planned and systematic behaviour modification that assists individuals in gaining the knowledge, experience, and abilities needed to execute their jobs efficiently through learning experiences, courses, and instruction (Bhatia & Shrivastava, 2021). Employee training is to develop abilities so that the employee is better prepared to do his current work or to prepare him for a higher position with more responsibility. Training is the process of bridging the gap between present performance and the intended standard performance. Organizations should give opportunity for individuals to enhance their skills not just in their current positions, but also in future jobs. Training programmes are required in every firm to improve the quality of work of workers at all levels, especially in today's world of rapidly changing technology and environment. As a result, it appears that the company must arrange for such training programmes for its personnel in order to improve their talents and competences that are required at the workplace (Ramya, 2016). As a result, the current study investigates the impact of training on employee's professional effectiveness using Tech Mahindra Limited as a case study.

SCOPE OF THE STUDY

The purpose of this study is to examine the influence of training on employee's professional effectiveness at Tech Mahindra Limited. This research demonstrates the effectiveness of the company's employees with respect to number of trainings attended by them.

RESEARCH OBJECTIVE

To examine the influence of training attended on professional effectiveness of Tech Mahindra Limited

RESEARCH MODEL

The regression model used for the analysis was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where,

Y = Professional effectiveness

β_0 = Constant

β_1 = Regression coefficient

X_1 = Trainings attended

ε = Error term

CONCEPTUAL FRAMEWORK

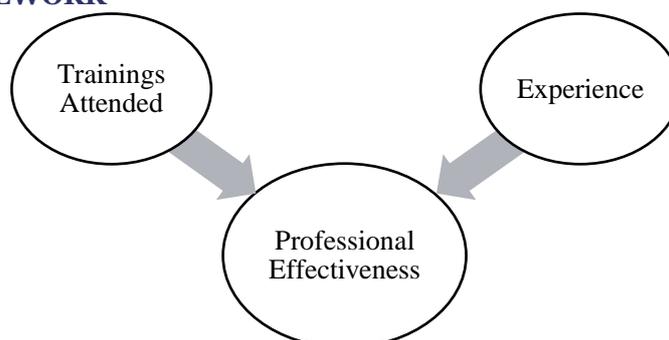


Figure 1

RESEARCH METHODOLOGY

The study's goal is to investigate the link between the variables selected. This descriptive study examines the impact of training on employee's professional effectiveness at Tech Mahindra Limited. The questionnaire instrument was employed to obtain data. A total of 125 employees were chosen as research participants based on convenience sampling from Tech Mahindra Limited. Correlation and regression analysis were used to examine the data.

RESULTS AND DISCUSSION

Correlation Analysis

Table – 1
Correlations

	Experience	Trainings Attended	Professional Effectiveness
Experience	1	-.038	-.072
Trainings Attended		1	.514**
Professional Effectiveness			1

** . Correlation is significant at the 0.01 level (2-tailed).

There is a significant positive relationship exists between the number of trainings attended and employee's professional effectiveness to the extent of .514 at 1% level of significance. This was also supported by (Piaralal et al., 2014). But there is no significant relationship exists between experience of employees and their professional effectiveness.

Regression Analysis

Table - 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.514 ^a	.264	.258	.628

a. Predictors: (Constant), Trainings Attended

Table 2 displays the result of the estimation of the regression model for trainings attended and its influence on employee's professional effectiveness. The R Square value of .264 indicates that 26.4% of the independent variables have an impact on the dependent variable. This means that trainings attended could influence the professional effectiveness by 26.4%.

Table - 3
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	17.407	1	17.407	44.177	.000 ^b
	Residual	48.465	123	.394		
	Total	65.872	124			

a. Dependent Variable: Professional Effectiveness

b. Predictors: (Constant), Trainings Attended

From the findings, the model is seen to be significant since the p-value obtained (0.001) is less than 0.05 which was the selected level of significance. Therefore, the model is significant. The F-critical value (3.918) is seen to be less than the F calculated value (44.177); this implies that, training attended had a significant influence on employee's professional effectiveness. This result is consistent with the results of (Karimi, 2019).

Table - 4
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.233	.133			24.370	.000
	Trainings Attended	.286	.043	.514		6.647	.000

a. Dependent Variable: Professional Effectiveness

The table 4 shows that, training attended had a positive influence on employee's professional effectiveness at Tech Mahindra Limited ($\beta=0.286$). The p-value obtained (0.001) was less than the value of 0.05 level of significance. Hence the study indicated that, the influence was significant. Therefore, one time increase in training attended will result into an increase in employee's professional effectiveness by 0.286 time. The study computed coefficients which were fitted on the regression model to form the following equation:

$$Y (\text{Professional Effectiveness}) = 3.233 + 0.286X$$

CONCLUSION

The aim of this research is to determine whether experience of employees working in Tech Mahindra Limited and trainings attended by them had any impact on their professional effectiveness. According to the findings of the study, even though there was no significant relation between employees' experience and their professional effectiveness, there was a substantial positive relationship existed between trainings attended and professional effectiveness. Also, trainings attended had a statistically significant impact on employee's professional effectiveness. These findings were consistent with earlier research (Verma & Goyal, 2011; Piaralal et al., 2014; Ahmadi, 2019; Bhat, 2013; Ananthalakshmi & Yap, 2019). According to the findings of this study, training activities in Tech Mahindra Limited provided employees with new skills and technical knowledge, allowing them to raise their competence level and act in a different manner in terms of professional effectiveness. It also encourages workforce to be more efficient and successful in their service delivery to clients. As a result, it is recommended that, Tech Mahindra Limited might continue to engage its workers in training activities to equip them with new skills and technical knowledge in order to increase their competency level in terms of professional effectiveness.

LIMITATION

As the research was done in such a short period of time, it covered only employees working in Tech Mahindra Limited at Bangalore city. Therefore, it was impossible to gain a thorough understanding of the trainings provided to entire workforce of Tech Mahindra Limited and their professional effectiveness.

FURTHER STUDY

Future research could incorporate other variables or mediating factors to give a comprehensive picture of the influence of training activities. It is also advised that future studies look into examining the link and influence of training methods and training techniques on employee's professional effectiveness, allowing for a more in-depth understanding of the issue.

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