Training and Development and Its Impact on KSA (Knowledge, Skill, Ability)

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Abstract

The use of teams has become an extremely popular work design in all types of organizations today. The enthusiasm for this work configuration is so strong that it might be considered a fad in modern management philosophies. This study determines the knowledge, skill, and ability (KSA) requirements for teamwork. The focus is on KSAs rather than personality traits; team rather than technical KSAs; and the individual rather than team level of analysis. As is often the case with such rapid innovation, the support systems needed to manage the changes have not been properly modified or developed. The purpose is to derive the implications of these teamwork KSAs for HR management practices. The present study examined the influence of training on performance parameters (Knowledge, skill & ability). I have used the quantitative technique correlation, regression and chi square. The result of study is Training has significant relationship with knowledge, skill & ability of MEGAFINE PVT LTD. Lack of training and development program in organisation can lead or restrict the employee's knowledge, skill & ability. Training and development has positive impact on employee performance which is proven by survey in Megafine industry and through regression method. There are many factors which affect the employee's performance; training and development help to reduce the probability of affecting employee performance by those different factors. To conclude, According to the study, in future before taking T & D program the industry should mainly focus on not only knowledge, ability and skill but also focus on organisation culture, working condition and other factors.

Keywords: Knowledge, Skill and Ability

Introduction

Training and Development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees". The field has gone by several names, including "Human Resource Development", "Human Capital Development" and "Learning and Development".

Noted management author **Peter Drucker** said that the fastest growing industry would be training and development as a result of replacement of industrial workers with knowledge workers. In United States, for example, according to one estimate technology is de-skilling 75 % of the population. This is true for the developing nations and for those who are on the threshold of development. In Japan for example, with increasing number of women joining traditionally male jobs, training is required not only to impart necessary job skills but also for preparing them for the physically demanding jobs. They are trained in everything from sexual harassment policies to the necessary job skills.

1.1 Definitions of T& D

Title	Author	Definition
Training	Flippo	"Training is the act of increasing the knowledge and skills of an employee for doing a particular job"
Development	Dale S. Beach	Development is a systematic process of training and growth by which individuals gain and apply knowledge, skills, insights and attitudes to manage orientation effectively".

1.2 Difference between T &D

Basis for Comparison	Training	Development
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

1.3 Types of training

Literature Review

Sr. NO.	Author Names	Year	Methodology Used	Topic
1.	Afaq Ahmed Khan, Sardar Osama Bin Haseeb Abbasi	2016	Correlation	Impact of Training and Development of Employees on Employee Performance through Job Satisfaction
Findings	The study the influence of training and development on employee performance through job satisfaction is studied. The finding of study showed positive impact of training and development and job satisfaction with employee performance. Training and development will lead to higher job satisfaction level in employees and they will fulfil their duties with a great deal of responsibility with best performance.			
2.	Bassam Mohsin Mozael	2015	Correlation and Regression	Impact of Training and Development Programs on Employee Performance
Findings	The main findings of this study are that there are several training methods which are used to enhance employee performance. Based on the significant result, several new methods are suggested for better employee training. The main contribution of the proposed solution is in creating new methods which provide employees with practical training to enhance employee performance and save on organizational cost.			

3.	Mohammed Raja Abulraheem Salah	2016	Correlation and Regression	The Impact of Training and Development on Employees Performance and Productivity
Findings	The purpose of the study was to investigate the relationship between training, development, training and development and employee's performance and productivity. The findings indicated that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity.			
4.	Ramya	2016	Correlation	The Effect Of Training On Employee Performance
Findings	Training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees' training tries to improve skills so that employee is better equipped to do his present job. Training programmes are necessary in any organization for improving the quality of work of the employees at all levels particularly in a world of fast changing technology and environment.			
5.	Ugbomhe O. Ugbomhe, Osagie, G. Nosakhare, Prof. Egwu, U. Egwu,	2016	Correlation and Regression	Impact Of Training And Development On Employee Performance In Selected Banks In Edo North Senatorial District, Nigeria
Findings	The findings showed that appropriate training and development of banking staff can result in efficient performance of their functions. To, conclude that management should define an appropriate training and development programmes for each category of staff that need to be trained and developed.			

Factors of Literature Review

Sr. No.	Author Name	Year	Title	Factors
1	Afaq Ahmed Khan, Sardar Osama Bin Haseeb Abbasi	2016	Impact of Training and Development of Employees on Employee Performance through Job Satisfaction	Job satisfaction.
2	Bassam Mohsin Mozael	2015	Impact of Training and Development Programs on Employee Performance	Behaviour at work place, quantity of work, organisational goals.
3	Mohammed Raja Abulraheem Salah	2016	The Impact of Training and Development on Employees Performance and Productivity	Employee turnover, motivation, contact with customer.
4	Ramya	2016	THE EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE	Quality of Work & Positive Attitudes , experience
5	Ugbomhe O. Ugbomhe, Osagie, G. Nosakhare, Prof. Egwu, U. Egwu,	2016	IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN SELECTED BANKS IN EDO NORTH SENATORIAL DISTRICT, NIGERIA	Motivation , Manager interaction , attitude towards work

On-the-job training methods are as follows:

∗ *Job rotation:*
This training method involves movement of trainee from one job to another gain knowledge and experience from different job assignments. This method helps the trainee understand the problems of other employees.

∗ *Coaching:*
Under this method, the trainee is placed under a particular supervisor who functions as a coach in training and provides feedback to the trainee. Sometimes the trainee may not get an opportunity to express his ideas.

∗ *Job instructions:*
Also known as step-by-step training in which the trainer explains the way of doing the jobs to the trainee and in case of mistakes, corrects the trainee.

∗ *Committee assignments:*
A group of trainees are asked to solve a given organizational problem by discussing the problem. This helps to improve team work.

∗ *Internship training:*
Under this method, instructions through theoretical and practical aspects are provided to the trainees. Usually, students from the engineering and commerce colleges receive this type of training for a small stipend.

Off-the-job Methods are as follows:

∗ *Case study method:*
Usually case study deals with any problem confronted by a business which can be solved by an employee. The trainee is given an opportunity to analyse the case and come out with all possible solutions. This method can enhance analytic and critical thinking of an employee.

∗ *Incident method:*
Incidents are prepared on the basis of actual situations which happened in different organizations and each employee in the training group is asked to make decisions as if it is a real-life situation. Later on, the entire group discusses the incident and takes decisions related to the incident on the basis of individual and group decisions.

∗ *Role play:*
In this case also a problem situation is simulated asking the employee to assume the role of a particular person in the situation. The participant interacts with other participants assuming different roles. The whole play will be recorded and trainee gets an opportunity to examine their own performance.

* ***In-basket method***:
  The employees are given information about an imaginary company, its activities and products, HR employed and all data related to the firm. The trainee (employee under training) has to make notes, delegate tasks and prepare schedules within a specified time. This can develop situational judgments and quick decision making skills of employees.

* ***Business games:***
  According to this method the trainees are divided into groups and each group has to discuss about various activities and functions of an imaginary organization. They will discuss and decide about various subjects like production, promotion, pricing etc. This gives result in co-operative decision making process.

* ***Grid training:***
  It is a continuous and phased programme lasting for six years. It includes phases of planning development, implementation and evaluation. The grid takes into consideration parameters like concern for people and concern for people.

* ***Lectures:***
  This will be a suitable method when the numbers of trainees are quite large. Lectures can be very much helpful in explaining the concepts and principles very clearly, and face to face interaction is very much possible.

* ***Simulation:***
  Under this method an imaginary situation is created and trainees are asked to act on it. For e.g., assuming the role of a marketing manager solving the marketing problems or creating a new strategy etc.

1.4 Process of Training
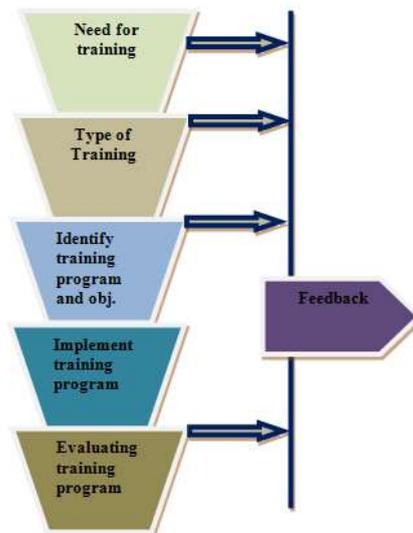
2. *Objectives of T&D*

* To impart skills among the workers systematically so that they may learn quickly.

* To bring about change in the attitudes of the workers towards fellow workers, supervisor and the organization.

* To improve the productivity of the workers and the organization.

* To reduce the number of accidents by providing safety training to the workers.

2.1 Introduction of KSA

Title	Definition
Knowledge	It is a body of information applied directly to the performance of a function.
Skill	It is an observable competence to perform a learned psychomotor act.
Ability	It is competence to perform an observable behaviour or a behaviour that results in an observable product.

Chart No. 1 Competency chart
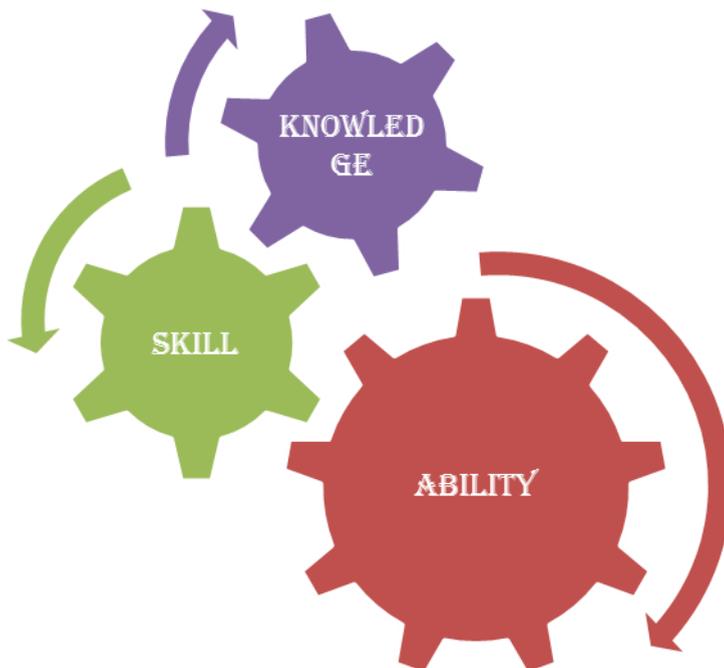
> **Interpretation:**

KSA (Knowledge, Skills, & Abilities) are characteristics that enable an employee/worker to accomplish the activities that need to be performed in his/her job. It is a measure of how well a candidate is suited for the job that he/she holds presently.

3. Research Methodology

3.1 Problem Statement

Training and Development is about to learning actions which are going to be delivered in operations. The need assessment of Training and Development is identified from the lack of performance of employees. Key area or parameter of performance is KSA (Knowledge, Skill & Ability) .

* Dilemma of the study is what is the effect of Training & development on these key areas of employees performance like KSA (Knowledge Skill Ability) in "Megafine Pharma LTD –Vapi" after training and development provided.

3.2 Research Variables

Dependent variable	Independent variable
Knowledge	Training
Skill	Development
Ability	

3.3 Research objectives & Hypothesis

Model 1: For Knowledge

Objective	Null Hypothesis	Alternative Hypothesis
1. To study the association between training & development and employees knowledge.	H0: There is no significant association between training & development and employees knowledge.	H1: There is significant association between training & development and employees knowledge.
2. To study the significant impact of training & development on employees knowledge	H0: There is no significant impact of training and development on employee's knowledge.	H1: There is significant impact of training and development on employee's knowledge.

Model 2: For Skill

Objective	Null Hypothesis	Alternative Hypothesis
1. To study the association between training & development and employees skill.	H0: There is no significant association between training and development and employees skill.	H1: There is significant relationship of training and development with skill.
2. To study the significant impact	H0: There is no significant	H1: There is significant impact of

of training & development on employees skill	impact of training and development on employee's skill.	training and development on employee's skill.

Model 3: For Ability

Objective	Null Hypothesis	Alternative Hypothesis
1. To study the association between training & development and employees ability.	H0: There is no significant association between training and development and employees ability.	H1: There is significant relationship of training and development with ability.
2. To study the significant impact of training & development on employees ability	H0: There is no significant impact of training and development on employee's ability.	H1: There is significant impact of training and development on employee's ability.

3.4 Limitations of the Study

The information obtained from the employees and the answers to the questionnaire is assumed to be true. This Study only consider at Megafine Pharma (P) Ltd. the three parameters of performance KSA ignore others parameters like Work quantity, Absenteeism ,Organization policy, Personality, Attitude etc.

3.5 Research Type

| Particulars	Available tools	Used tools
Research design	Exploratory/causal/Descriptive	Descriptive Study
Data collection method	Primary/secondary	Primary & secondary data
Too3l for data collection	Interviews//Observations/case study/Documents / Questionnaire and survey	Questionnaire and survey
Scale	Thurstone scale/sementic/likert	Five point Likert Scale
Population	144	144
Sample size	81	81
Sampling technique	Probability / Non probability	Non- Probablity (Convience)
Number of	26	26

question		

3.6 Population Table

SR NO.	DEPARTMENT	STAFF	ASSOCIATE	OMKAR	TOTAL
1	HUMAN RESOURCE	5	2	0	7
2	IT	2	0	0	2
3	EHS/ETP	3	1	3	7
4	MAINTENANCE	5	15	0	20
5	PRODUCTION	13	22	15	50
6	Q.A.	9	1	1	11
7	Q.C.	15	2	1	18
8	R & D	6	4	2	12
9	TOTAL	58	47	22	127

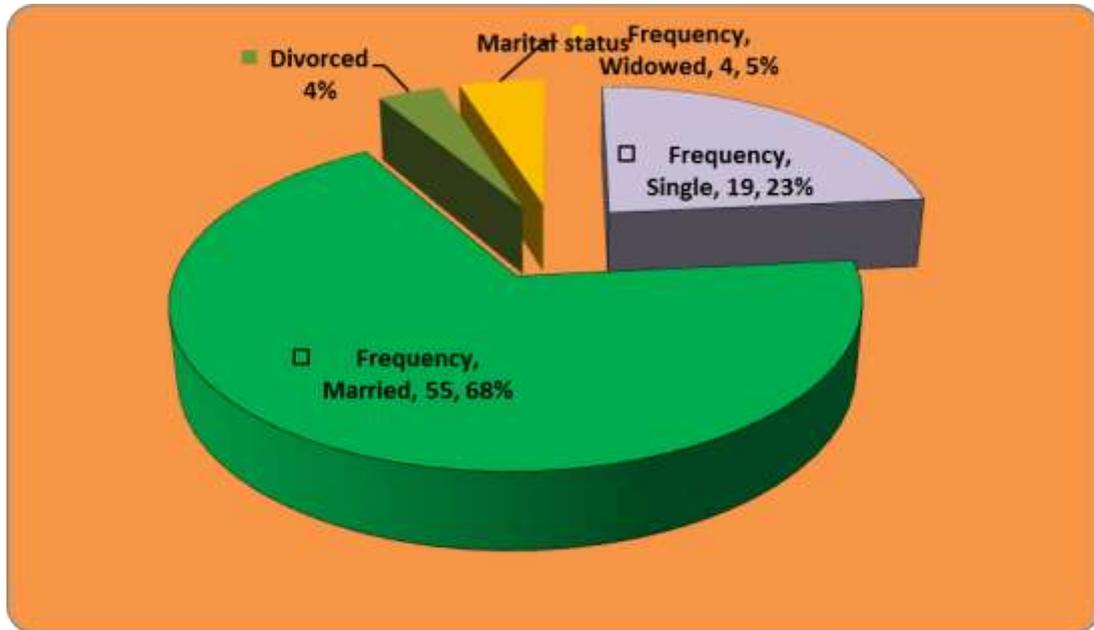*4. Data Analysis & Interpretation, Hypothesis Testing*

Chart No. 2 Genders
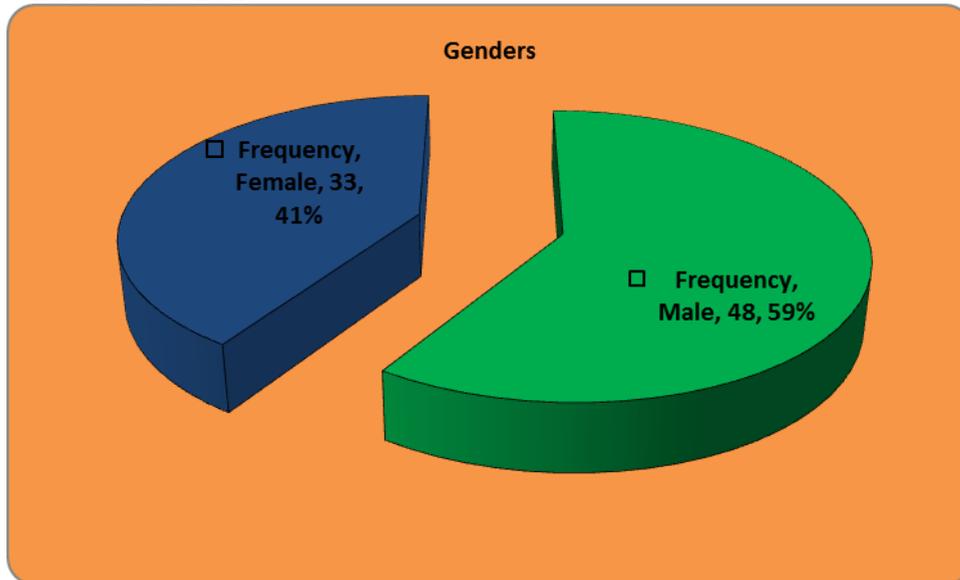
> **Interpretation:**

* This graph showing that in Megafine PVT LTD 41% employees are female and remain 59% is male.
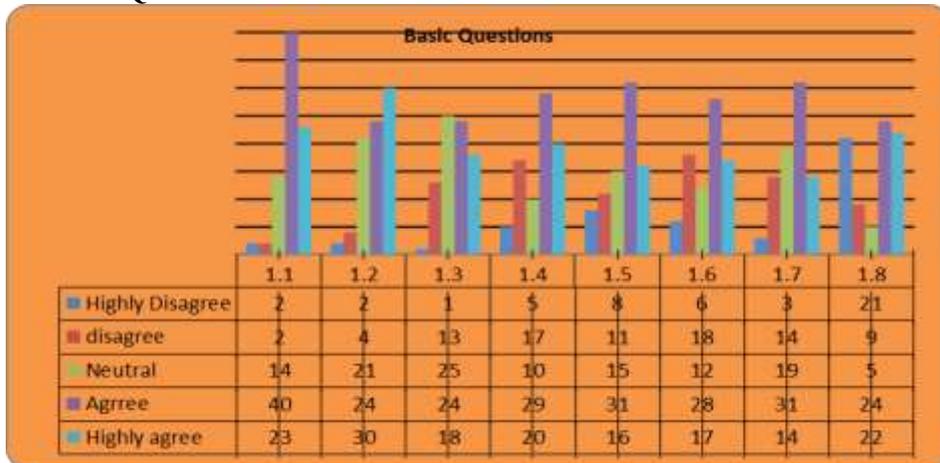
Chart No. 3 Marital Status

➢ **Interpretation:**

   ∗ According to this chart in MEGAFINE PVT LTD there is;
   ∗ 68% employees are married.
   ∗ 23% were single.
   ∗ 4% Divorced &
   ∗ 5% are widowed.

Chart No. 4 Basic Questions

	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8
■ Highly Disagree	2	2	1	5	8	6	3	21
■ disagree	2	4	13	17	11	18	14	9
Neutral	14	21	25	10	15	12	19	5
■ Agrree	40	24	24	29	31	28	31	24
■ Highly agree	23	30	18	20	16	17	14	22

➢ **Interpretation:**

   ∗ Their is 8 questions in 1ˢᵗ tablen which is labeled as Basic queston in which;

(Q1.1). 63 Employees are agree with the statement that Training needs is identified through a formal performance appraisal mechanism.

(Q1.2) .54 Employees says that loopholes in performance can be fill by the T & D.

(Q1.3). 42 Employees says that on the job training is batter then off the job training.

(Q1.4). Employees are agree with statement that training motivates more towards orgenizational goal.
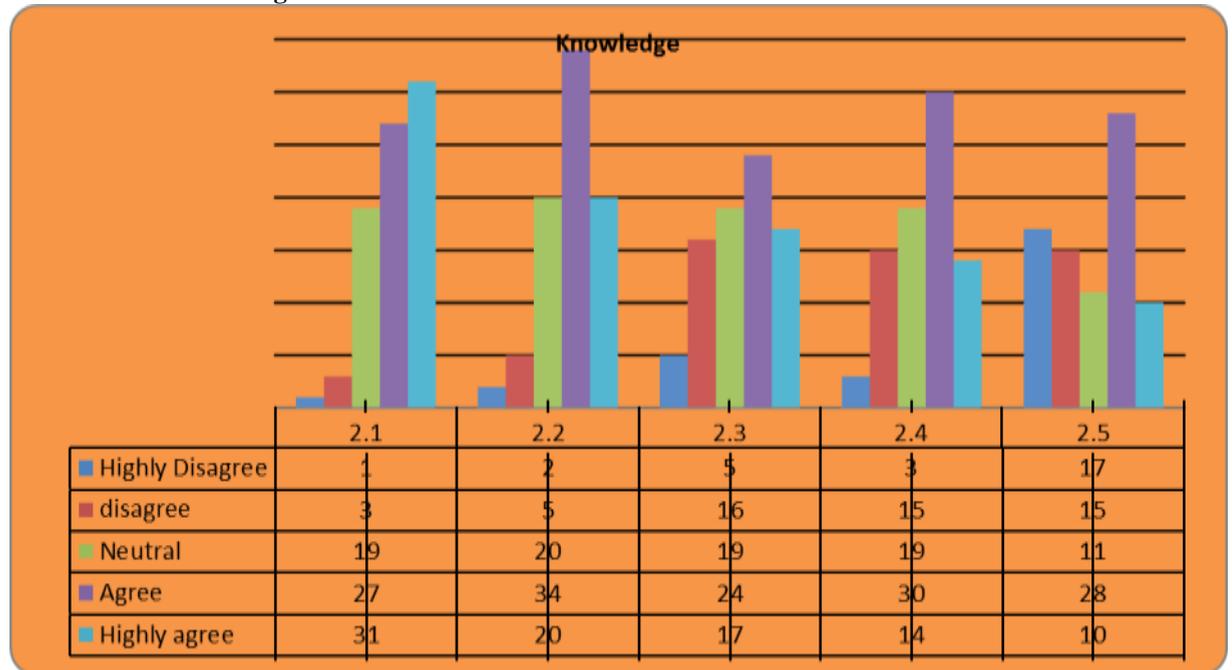
(Q1.5). According to 47 employees working condition and environment affect employee's performance.

(Q1.6). 45 Employees says that supervisors help employees set realistic goals for performing their work as a result of their training.

(Q1.7). Employees set targets and objective are attained and identified by the firm through training program 45 employee agree with this statement.

(Q1.8). 46 employees agree with that the learning from the training is implemented in their work.

Chart No. 5. Knowledge

Knowledge	2.1	2.2	2.3	2.4	2.5
Highly Disagree	1	2	5	3	17
disagree	3	5	16	15	15
Neutral	19	20	19	19	11
Agree	27	34	24	30	28
Highly agree	31	20	17	14	10

➢ **Interpretation:**

∗ 2nd table had 5 questions related to knowledge which is one of the key areas (parameter) of the performance.

(Q2.1). T&D help in increase the idea related to work which going to be performed statement agreed by the 58 employees.
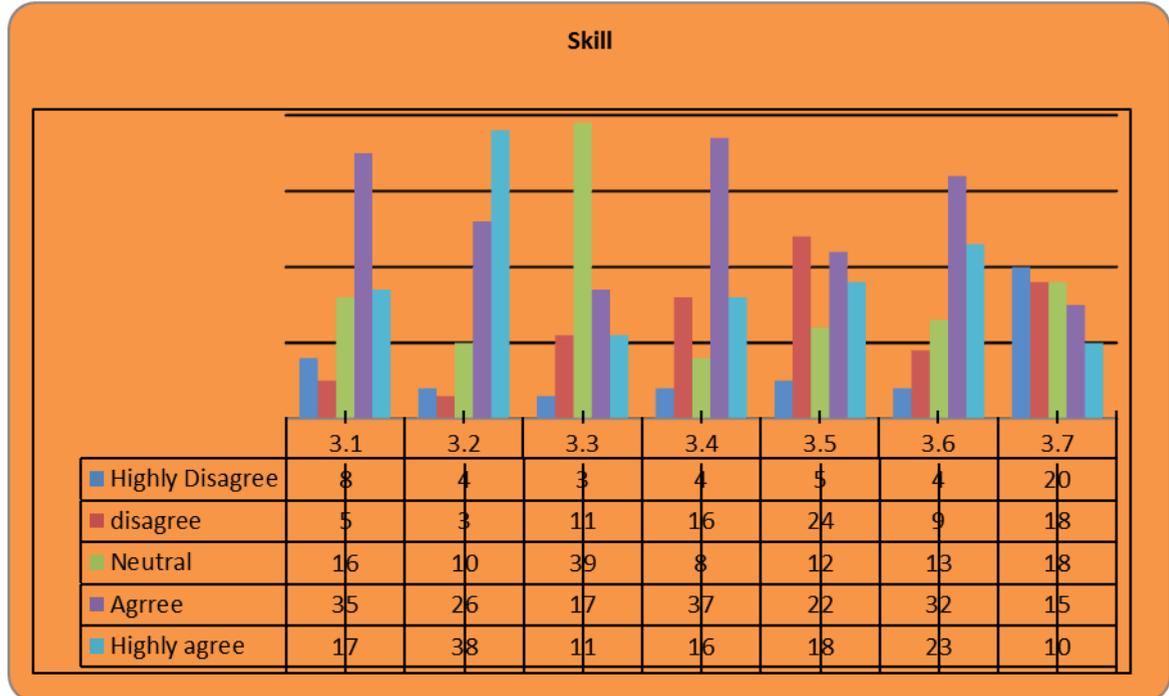
(Q2.2). 54 Employees agree with that they want to improve knowledge of the material that this programme covers.

(Q2.3). 41 employees agree with that megafine conducts extensive training programs for its employees in all aspects of quality.

(Q2.4). T&D give better knowledge about organisation culture agreed by the 44 employees.

(Q2.5). T&D help to gain knowledge about different strategies and tactics against rivals agreed by the 38 employees.

Chart No. 6 Skills

	3.1	3.2	3.3	3.4	3.5	3.6	3.7
■ Highly Disagree	8	4	3	4	5	4	20
■ disagree	5	3	11	16	24	9	18
■ Neutral	16	10	39	8	12	13	18
■ Agrree	35	26	17	37	22	32	15
■ Highly agree	17	38	11	16	18	23	10

➢ **Interpretation:**

∗ 3rd table has 7 questions related to skill which is one of the key areas (parameter) of the performance.

(Q3.1). 52 Employees are agreed that training has helped theme in improving overall required skills for work.
(Q3.2). 64 employees believe that they complete work more effectively after training.
(Q3.3). 28 employees believe in continuously learning and developing skills require identifying the skills needed.
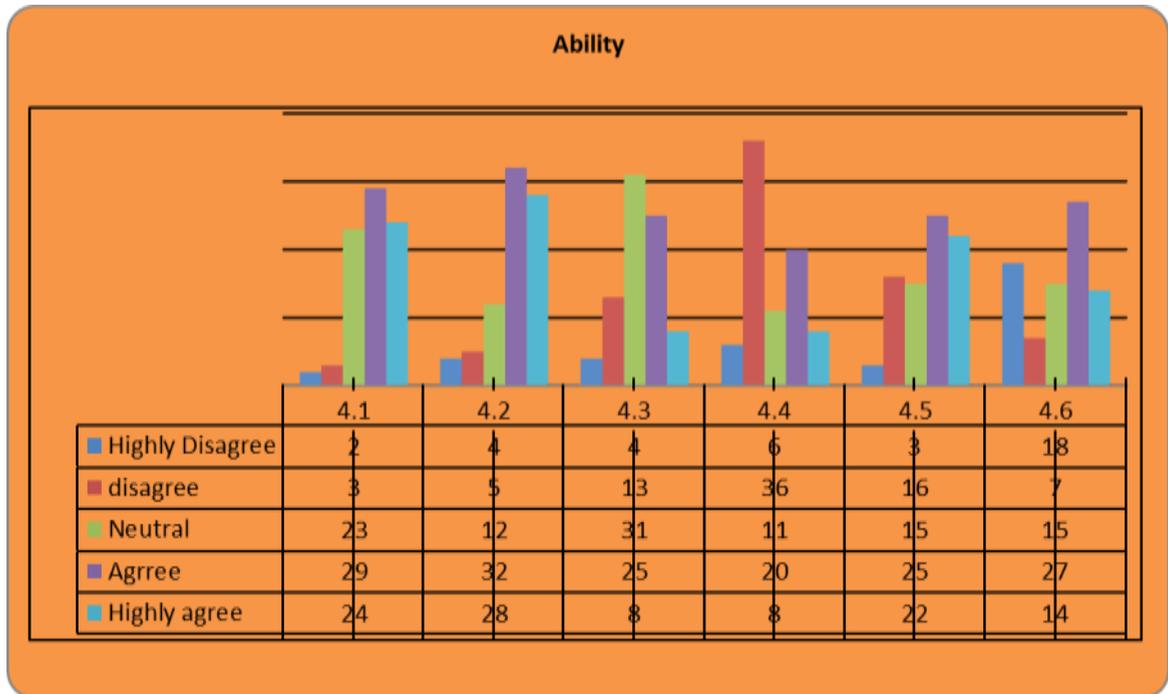**(Q3.4).** 52 employees agreed that T&D has traditionally been used to ensure that the right person at right place.
(Q3.5). 40 Employees agrees with the training helps building your skill set for today and future.
(Q3.6). 55 Employees says that training and development improve their skill to perform the current job.
(Q3.7). 38 Employees disagree with the statement that developing skills begins with assessing which skills are important for desired career development.
Chart No. 7 Ability

Ability

	4.1	4.2	4.3	4.4	4.5	4.6
■ Highly Disagree	2	4	4	6	3	18
■ disagree	3	5	13	36	16	7
■ Neutral	23	12	31	11	15	15
■ Agrree	29	32	25	20	25	27
■ Highly agree	24	28	8	8	22	14

➤ **Interpretation:**

∗ 4th table has 6 questions related to ability which is one of the key areas (parameter) of the performance.

(Q4.1). 53 Employee said that their ability to access information from various sources is rise.
(Q4.2). 60 Employees agree with statement that T & D gives ability to improve to delivery method of work is improved.
(Q4.3). 33 Employees agrees that they get ability to resist the conflict arises with in colleague.
(Q4.4). 42 Employee disagree with the statement of training reduces the ability or opportunity to growth in other field.
(Q4.5). 47 Employee agrees with the statement that training is necessary for personal and internal growth.
(Q4.6). 41 Employees believe that training makes difference in ability to perform and attitude towards work.

4.1 Correlations Analysis

Table No. 1 Correlation Analysis between Dependent Variable and Independent Variable

Correlations		T& D	KNOWLEDGE	SKILL	ABILITY
T & D	Pearson Correlation	**1**	**.767****	**.632****	**.567****
	Sig. (1-tailed)		**.000**	**.000**	**.000**
	N	**81**	**81**	**81**	**81**
KNOWLEDGE	Pearson Correlation	**.767****	1	.781	.632
	Sig. (1-tailed)	**.000**		.000	.000
	N	**81**	81	81	81
SKILL	Pearson Correlation	**.632****	.781	1	.688
	Sig. (1-tailed)	**.000**	.000		.000
	N	**81**	81	81	81
ABILITY	Pearson Correlation	**.567****	.632	.688	1
	Sig. (1-tailed)	**.000**	.000	.000	
	N	**81**	81	81	81
**. Correlation is significant at the 0.01 level (1-tailed).					

➢ **Interpretation:**

♣ There is Positive relationship between knowledge and Training & development which is (0.767).

♣ There is Positive relationship between Skill and Training & development which is (0.632).

♣ There is Positive relationship between Ability and Training & development which is (0.567).

4.2. Regression Analysis

Table No. 2: Model Summary for Knowledge

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.767[a]	.589	.584	1.79881
a. Predictors: (Constant), T&D				

➤ **Interpretation:**

The model summary provide correlation coefficient R =0.767 and coefficient of determination R Square=0.589 for the regression model. Adjusted R square 0.584 suggest that there is 58.4% variability in Knowledge due to Training & Development.

Table No. 2.1: Anova for Knowledge

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	366.034	1	366.034	113.123	**.000[b]**
	Residual	255.621	79	3.236		
	Total	621.654	80			
a. Dependent Variable: KNOWLEDGE						
b. Predictors: (Constant), T&D						

➤ **Interpretation:**

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table No. 2.2: Coefficients for Knowledge

<table>
<tr><td colspan="7" align="center">Coefficients^a</td></tr>
</table>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	**Std. Error**	**Beta**		
1	**(Constant)**	**4.556**	1.250		3.645	.000
	T&D	**.460**	.043	.767	10.636	.000
a. Dependent Variable: KNOWLEDGE						

➤ **Interpretation:**

REGRESSION MODEL:

$Y = \alpha + \beta x$

(Where,
Y = dependent variable,
α = constant,
β = value in regression analysis,
x = independent variable)

$Y = \alpha + \beta x$

Knowledge = 4.556+ 0.460

Table No. 3: Model Summary for Skill

		Model Summary		
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	**.632^a**	**.399**	**.392**	3.40362
a. Predictors: (Constant), T&D				

➢ **Interpretation:**

The model summary provide correlation coefficient R =0.632 and coefficient of determination R Square=0.399 for the regression model. Adjusted R square 0.392 suggest that there is 39.2% variability in Skill in due to Training & Development.

Table No. 3.1: Anova for Skill

<table>
<tr><th colspan="7">ANOVA^a</th></tr>
<tr><th colspan="2">Model</th><th>Sum of Squares</th><th>Df</th><th>Mean Square</th><th>F</th><th>Sig.</th></tr>
<tr><td>1</td><td>Regression</td><td>608.100</td><td>1</td><td>608.100</td><td>52.492</td><td>**.000^b**</td></tr>
<tr><td></td><td>Residual</td><td>915.184</td><td>79</td><td>11.585</td><td></td><td></td></tr>
<tr><td></td><td>Total</td><td>1523.284</td><td>80</td><td></td><td></td><td></td></tr>
<tr><td colspan="7">a. Dependent Variable: SKILL</td></tr>
<tr><td colspan="7">b. Predictors: (Constant), T&D</td></tr>
</table>

➢ **Interpretation:**

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table No. 3.2: Coefficients for Skill

<table>
<tr><th colspan="7">Coefficients^a</th></tr>
<tr><th colspan="2" rowspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th rowspan="2">t</th><th rowspan="2">Sig.</th></tr>
<tr><th>B</th><th>Std. Error</th><th>Beta</th></tr>
<tr><td>1</td><td>**(Constant)**</td><td>**7.394**</td><td>2.365</td><td></td><td>3.126</td><td>.002</td></tr>
<tr><td></td><td>**T&D**</td><td>**.593**</td><td>.082</td><td>.632</td><td>7.245</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: SKILL</td></tr>
</table>

➢ **Interpretation:**

REGRESSION MODEL:

Y= α+βx

(Where,

Y = dependent variable,

 α = constant,

β = value in regression analysis,

x = independent variable

Y= α+βx

Skill = 7.394+ 0.593

Table No. 4: Model Summary for Ability

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	**.567**[a]	**.322**	**.313**	2.29757
a. Predictors: (Constant), T&D				

➢ **Interpretation:**

The model summary provide correlation coefficient R =0.567 and coefficient of determination R Square=0.332 for the regression model. Adjusted R square 0.313 suggest that there is 31.3% variability in Ability due to Training & Development.

Table No. 4.1: Anova for Ability

ANOVA[a]						
Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	198.107	1	198.107	37.529	**.000**[b]
	Residual	417.029	79	5.279		
	Total	615.136	80			
a. Dependent Variable: ABILITY						
b. Predictors: (Constant), T&D						

➢ **Interpretation:**

ANOVA table tell us whether a regression model explains a statistical significant proportion of the variance. It compare how well are linear regression model predicts the outcome. Here in ANOVA the

significant value is 0.005 which is less than 0.000 so we can say that the model can have an accurate prediction.

Table No. 4.2: Coefficients for Ability

<table>
<tr><th colspan="7">Coefficients[a]</th></tr>
<tr><th colspan="2">Model</th><th colspan="2">Unstandardized Coefficients</th><th>Standardized Coefficients</th><th>t</th><th>Sig.</th></tr>
<tr><th colspan="2"></th><th>B</th><th>Std. Error</th><th>Beta</th><th></th><th></th></tr>
<tr><td>1</td><td>(Constant)</td><td>**10.963**</td><td>1.596</td><td></td><td>6.867</td><td>.000</td></tr>
<tr><td></td><td>**T&D**</td><td>**.338**</td><td>.055</td><td>.567</td><td>6.126</td><td>.000</td></tr>
<tr><td colspan="7">a. Dependent Variable: ABILITY</td></tr>
</table>

> **Interpretation:**

REGRESSION MODEL:

$Y = \alpha + \beta x$

(Where,
Y = dependent variable,
α = constant,
β = value in regression analysis,
x = independent variable

$Y = \alpha + \beta x$

Ability = 10.936+ 0.338

4.3 Chi-Square Test
Table No. 5: Chi-Square Test for Dependent Variables with all Independent Variables

<table>
<tr><th colspan="5">Chi-Square Test Statistics</th></tr>
<tr><th></th><th>T&D</th><th>KNOWLEDGE</th><th>SKILL</th><th>ABILITY</th></tr>
<tr><td>**Chi-Square**</td><td>21.444[a]</td><td>43.000[b]</td><td>29.889[a]</td><td>25.519[b]</td></tr>
<tr><td>**Df**</td><td>17</td><td>11</td><td>17</td><td>11</td></tr>
<tr><td>**Asymp. Sig.**</td><td>**.207**</td><td>**.000**</td><td>**.027**</td><td>**.008**</td></tr>
</table>

a. 18 cells (100.0%) have expected frequencies less than 5. The minimum expected cell frequency is 4.5.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 6.8.

➢ **Interpretation:**

The table shows that, the Alternative significant values for Knowledge Skill Ability is accepted here; hence we can conclude that the Alternative Hypothesis for Knowledge Skill Ability is accepted here. As significant value is higher for T&D, the Null Hypothesis is rejected.

5. Findings for Correlation & Regression

Model 1: For Knowledge

Objectives	Ho	H1	Test	Significant Value	Decision
1. To study the association between training & development and employees knowledge.	Rejected	Accepted	Correlation	0.767	The significant level is 0.01%.so correlation shows that T & D and Knowledge is strongly correlated.
2. To study the significant impact of training & development on employees knowledge.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

Model 2: For Skill

Objectives	Ho	H1	Test	Significant Value	Decision
1. To study the association between training & development and employees Skill.	Rejected	Accepted	Correlation	0.632	The significant level is 0.01%.so correlation shows that T & D and Skill is strongly correlated.
2. To study the significant impact of training & development on employees Skill.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

Model 3: For Ability

Objectives	Ho	H1	Test	Significant Value	Decision
1. To study the	Rejected	Accepted	Correlation	0.567	The significant level is

association between training & development and employees Ability.					0.01%.so correlation shows that T & D and Ability is strongly correlated.
2. To study the significant impact of training & development on employees Ability.	Rejected	Accepted	Regression	0.000	The significant value is 0.000 which is less than 0.5000 so Alternative hypotheses is accepted.

5.1 Findings for Chi-Square Test

Chi-Square Test Statistics				
	T&D	**KNOWLEDGE**	**SKILL**	**ABILITY**
Chi-Square	21.444[a]	43.000[b]	29.889[a]	25.519[b]
Asymp. Sig.	.207	.000	.027	.008

The table shows that, the hence we can conclude that the Alternative hypothesis for Knowledge Skill Ability is accepted here. As significant value is higher for T&D, the Null Hypothesis is rejected.

6. **Conclusion**

- The organization should mainly focus on Knowledge Skill and Ability which are main aspects of performance. this will help to gain competitive advantage Due to as all this variable has significant impact as $p < \alpha$. Which is as follows:

  Knowledge (0.767 < 4.556)

  Skill (0.632 < 7.394)

  Ability (0.567 < 10.963)

  So here firm have to work more on employee's ability which gives very less variability as compare to knowledge and skill.

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QUSTIONNAIRE

ON

"TRAINING AND DEVELOPMENT AND ITS IMPACT ON KSA"
AT

"MEGAFINE PHARMA (P) LTD ,VAPI"

Demographical questions for respondent:-

Age

18-24 years old	25-34 years old	35-44 years old	45-54 years old	55-64 years old	Above 65

Education

SSC	HSC	Diploma	Graduation	Master's degree	Others

Gender

Male	Female
48	33

Marital status

Single	Married	Widowed	Divorced
19	55	03	04

Experience:-

Less than 1 year	1-5 years	6-10 years	11-15 years	16-20 years	20-25 years	More than 25

Occupation status:-

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1. **Basic question**

Sr. No.	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree

1	Training needs are identified through a formal performance appraisal mechanism?	23	40	14	02	02
2	Training and development is the best tools to fill loop holes identified by the PA?	30	24	21	4	2
3	On the job training method is batter then off the job training?	18	24	25	13	1
4	In our organization, Training motivates employees to be more committed towards organizational goals?	20	29	10	17	5
5	Do you believe working condition and environment affect employee's performance?	16	31	15	11	8
6	Supervisors help employees set realistic goals for performing their work as a result of their training.	17	28	12	18	6
7	I believe that my set targets and objective are attained and identified by the firm through training program?	14	31	19	14	3
8	Does the learning from the training is implemented in your work.	22	24	5	9	21

2. Knowledge

Sr. No.	Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Training and development help in increase the idea related to work which going to be performed.	31	27	19	3	1
2.	I want to improve my knowledge of the material that this programme covers.	20	34	20	5	2

3.	Organization conducts extensive training programs for its employees in all aspects of quality.	17	24	19	16	5
4.	Training and development give better knowledge about organisation culture?	14	30	19	15	3
5.	Training and development help to gain knowledge about different strategies and tactics against rivals?	10	28	11	15	17

3. Skills

Sr. No.	Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	Training has helped me in improving my overall required skills for work?	17	35	16	5	8
2.	I complete my work more effectively after training?	38	26	10	3	4
3.	Continuously learning and developing skills require identifying the skills needed?	11	17	29	11	3
4.	Training and development has traditionally been used to ensure that the right person at right place?	16	37	8	16	4
5.	Training helps building your skill set for today and future?	18	22	12	24	5
6.	Training and development improve my skill to perform the current job?	23	32	13	9	4
7.	Developing skills begins with assessing which skills are important for desired career development?	10	15	18	18	20

4. Ability

Sr. No.	Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1.	My ability to access information from various sources is rise?	24	29	23	3	2
2.	T & D gives ability to improve to delivery method of work is improved?	28	32	12	5	4

3.	Get ability to resist the conflict arises with in colleague?	8	25	31	13	4
4.	Training reduces the ability or opportunity to growth in other field?	8	20	11	36	6
5.	Training is necessary for personal and internal growth?	22	25	15	16	3
6.	Training makes difference in ability to perform and attitude towards work?	14	27	15	7	18