



## **A STUDY ON TRAINING AND DEVELOPMENT OF EMPLOYEES IN RAJALAKSHMI BUILDERS**

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### **Abstract:**

This study explores the impact of training and development on employee performance at Rajalakshmi Builders. Training and development play a crucial role in enhancing workforce efficiency, reducing workplace risks, and improving job satisfaction. The research examines the effectiveness of various training methods, their frequency, and the challenges faced in implementing them. Using statistical tools such as percentage analysis, chi-square tests, and correlation methods, the study evaluates the relationship between training programs and key outcomes like employee productivity, retention, and career growth. The findings highlight the importance of structured training initiatives in maintaining a competitive edge in the construction industry.

**Key Words:** Training and Development, Employee Performance, Workforce Efficiency, Construction Industry, Job Satisfaction, Career Growth.

### **Introduction:**

In today's fast-paced business environment, organizations recognize the critical role of training and development in maintaining a skilled and competitive workforce. The construction industry, in particular, faces rapid technological advancements, safety concerns, and evolving project demands, making employee training essential for operational success. Rajalakshmi Builders, a leading construction firm, prioritizes workforce development to enhance employee skills, improve productivity, and ensure workplace safety. This study aims to analyze the impact of training programs on employee performance, examining the effectiveness of various training methods, their alignment with job roles, and their contribution to career growth.

### **Objectives of the Study:**

- To identify the key training methods used in construction firms and evaluate their effectiveness.
- To examine the challenges faced by construction companies in implementing effective training and development programs.

### **Statement of the Problem:**

The problem statement for training and development in Rajalakshmi Builders revolves around the challenges the company faces in equipping its employees with the necessary skills and knowledge to meet the demands of a rapidly evolving construction industry. Despite having a dedicated workforce, there is a noticeable gap in the employees' technical expertise, management skills, and industry-specific knowledge, which affects productivity, quality of work, and overall project efficiency. This has resulted in increased project delays, safety concerns, and reduced customer satisfaction. The need for a comprehensive and structured training and development program is critical to ensure that employees at all levels have access to continuous learning opportunities, enabling them to adapt to new technologies, improve their performance, and contribute to the overall growth and competitiveness of the organisation. Addressing this issue will not only enhance the workforce's capabilities but also help Rajalakshmi Builders maintain high standards in its projects while fostering employee engagement and retention.

### **Review of Literature:**

- Aziedjo, A. (2024). The impact of career development on employee engagement and retention. This review explores the relationship between career development initiatives and their effects on employee engagement and retention, highlighting the importance of strategic human resource management.
- Obazuaye, C. O. (2024). Advanced statistics training for HRD doctoral students: a call for empirical study. This paper emphasizes the need for empirical research on advanced statistics training within human resource development doctoral programs, suggesting that such training is crucial for research proficiency.
- Pissarides, C. (2025). The Pissarides Review on the Future of Work and Wellbeing. This comprehensive study investigates the impact of AI and automation on the workforce, emphasising the necessity for robust digital skills training and improved HR policies to adapt to technological changes.

### **Research Methodology:**

The research methodology section outlines the approach taken to investigate the impact of training and development on employee performance in the construction industry, particularly in Rajalakshmi Builders. The methodology consists of research design, data collection methods, sampling techniques, and data analysis procedures.

### **Research Design:**

The study employs a descriptive research design to analyse the effectiveness of training and development programs. This approach helps in understanding the current training practices, their impact on employee performance, and the challenges faced in implementation.

### **Data Collection Methods:**

Both primary and secondary data sources are used:

- Primary Data: Collected through structured surveys, interviews, and questionnaires with employees and management at Rajalakshmi Builders.
- Secondary Data: Includes company reports, industry research papers, government regulations, and previous studies on training and development.

#### Sampling Techniques:

A random sampling method is used to select employees from different departments within the organization. The sample includes:

- Site Workers
- Supervisors
- Project Managers
- HR Personnel

#### Statistical Tools:

The collected data have been analysed with the help of tools are

- Simple Percentage Method
- Chi Square
- Correlation

#### Simple Percentage Analysis:

##### Relationship between Training Methods Used and Their Effectiveness:

|                                    | Particulars         | Frequency | Percent |
|------------------------------------|---------------------|-----------|---------|
| Training Methods Used              | On the Job Training | 39        | 65      |
|                                    | Classroom Training  | 17        | 28.3    |
|                                    | Online Training     | 3         | 5       |
|                                    | Seminar / Workshop  | 1         | 1.7     |
| Effectiveness of Training Provided | Very Effective      | 39        | 65      |
|                                    | Effective           | 17        | 28.3    |
|                                    | Neutral             | 3         | 5       |
|                                    | Not Effective       | 1         | 1.7     |
|                                    |                     | 60        | 100     |

#### Interpretation:

The analysis shows that on-the-job training is the most preferred method (65%), as it provides hands-on experience, while classroom training follows at 28.3%. Online training (5%) and seminars/workshops (1.7%) are less utilized, indicating a need for better engagement strategies. In terms of effectiveness, 93.3% of respondents found training beneficial, with 65% rating it very effective. However, 5% remained neutral, and 1.7% found it ineffective, suggesting scope for improvement. Organizations should focus on enhancing digital training and customizing programs to maximize learning outcomes.

##### Table Showing Difficulties Faced In Implementing Learning's From the Training:

| Improvement | No of Respondents | Percentage (%) |
|-------------|-------------------|----------------|
| Yes Often   | 12                | 20             |
| Sometimes   | 26                | 43.3           |
| Rarely      | 19                | 31.7           |
| No          | 3                 | 5              |
| Total       | 60                | 100            |

#### Interpretation:

Above table shows that 20% (12) of the respondents are facing difficulties often, 43.3% (26) of the respondents are facing difficulties sometimes, 31.7% (19) of the respondents are facing difficulties rarely and 5% (3) of the respondents are not facing difficulties implementing learnings from the training.

#### Chi-Square Test:

Relationship between Income level and how frequently does your company provide training?

#### Null Hypothesis (H0):

There is no significant relationship between income level and frequency of training provided by the company.

#### Alternative Hypothesis (H1):

There is a significant relationship between income level and frequency of training provided by the company.

|              |               | How Frequently Does Your Company Provide Training? |    |    |   | Total |
|--------------|---------------|----------------------------------------------------|----|----|---|-------|
|              |               | 1                                                  | 2  | 3  | 4 |       |
| Income level | 10001 - 15000 | 4                                                  | 8  | 4  | 0 | 16    |
|              | 15001 - 25000 | 7                                                  | 19 | 6  | 0 | 32    |
|              | Above 25001   | 2                                                  | 5  | 3  | 0 | 10    |
|              | Below 10000   | 1                                                  | 0  | 0  | 1 | 2     |
| Total        |               | 14                                                 | 32 | 13 | 1 | 60    |

|                    | Value               | df | Asymptotic Significance (2-sided) |
|--------------------|---------------------|----|-----------------------------------|
| Pearson Chi-Square | 32.007 <sup>a</sup> | 9  | .000                              |
| Likelihood Ratio   | 11.121              | 9  | .268                              |
| N of Valid Cases   | 60                  |    |                                   |

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .03.

| Table Value | DF | Level of Satisfaction | Significant / Not Significant | Null Hypothesis | Alternative Hypothesis |
|-------------|----|-----------------------|-------------------------------|-----------------|------------------------|
| 32.007      | 9  | 5%                    | Significant                   | Rejected        | Accepted               |

#### Interpretation:

The Chi-Square test results indicate a significant relationship between training and development effectiveness and employee satisfaction at Rajalakshmi Builders at a 5% significance level ( $\alpha = 0.05$ ). With a Chi-Square value of 32.007 and 9 degrees of freedom ( $df = 9$ ), the test result is statistically significant ( $p < 0.05$ ), leading to the rejection of the null hypothesis ( $H_0$ ) and the acceptance of the alternative hypothesis ( $H_1$ ). This implies that employee satisfaction is not independent of training programs, meaning structured training initiatives positively impact workforce engagement, productivity, and overall job performance. These findings reinforce the importance of continuous investment in effective training programs for organisational success.

#### Correlation:

##### Relationship Between Effectiveness of Training and How Training Helps in Reducing Workplace Accidents:

|                                                              |                     |        |        |
|--------------------------------------------------------------|---------------------|--------|--------|
| How effective do you find the training provided?             | Pearson Correlation | 1      | .349** |
|                                                              | Sig. (2-tailed)     |        | .006   |
|                                                              | N                   | 60     | 60     |
| Do you think training helps in reducing workplace accidents? | Pearson Correlation | .349** | 1      |
|                                                              | Sig. (2-tailed)     | .006   |        |
|                                                              | N                   | 60     | 60     |
| **. Correlation is significant at the 0.01 level (2-tailed). |                     |        |        |

#### Interpretation:

The correlation analysis shows a significant positive relationship ( $r = 0.349$ ,  $p = 0.006$ ) between employees' perceptions of training quality and their belief that training helps reduce workplace accidents. Since the p-value is below 0.01, the correlation is statistically significant, meaning the association is unlikely due to chance. With a sample size of 60, the findings suggest that improving training quality may strengthen employees' confidence in its effectiveness in preventing workplace accidents. This highlights the importance of well-structured training programs in promoting workplace safety.

#### Findings, Suggestions and Conclusion:

- 65% of respondents prefer on-the-job training, indicating its practical benefits.
- 28.3% opt for classroom training, showing a structured learning preference.
- 5% use online training, highlighting limited digital adoption.
- 1.7% attend seminars/workshops, suggesting a low preference for external learning sessions.
- 65% find training very effective, reinforcing the value of structured programs.
- 28.3% consider it effective, showing room for enhancement.
- 5% remain neutral, indicating mixed experiences.
- 1.7% find it not effective, suggesting potential gaps in training quality.
- 20% of respondents face difficulties often in applying training knowledge.
- 43.3% experience issues sometimes, indicating partial effectiveness.
- 31.7% struggle rarely, showing that training is helpful but not universally applicable.
- 5% report no difficulties, suggesting successful implementation for a small group.
- 71.7% believe training significantly reduces workplace accidents.
- 25% agree that training helps to some extent.
- 1.7% say training has little impact on accident prevention.

#### Key Insights & Recommendations:

- More practical training is needed, as 46.7% prefer hands-on learning.
- Digital training programs should be improved to enhance engagement.
- Post-training follow-ups can help address the 43.3% who struggle with implementation.
- Language barriers remain a concern, affecting somewhat (55%) of respondents.

#### Chi-Square Test Analysis:

A study was conducted to analyse the relationship between income level and frequency of training.

- Null Hypothesis ( $H_0$ ): No significant relationship between income level and training frequency.
- Alternative Hypothesis ( $H_1$ ): A significant relationship exists between income level and training frequency.
- Chi-Square Value: 32.007
- Degrees of Freedom ( $df$ ): 9
- Significance Level: 5% (0.05)
- P-Value: 0.000 (Less than 0.05)
- Conclusion: Since the p-value is significant, the null hypothesis is rejected, and the alternative hypothesis is accepted. This confirms that training frequency and income level are significantly related.

#### Correlation Analysis:

A study was conducted to analyse the relationship between training effectiveness and workplace accident.

- Pearson Correlation ( $r$ ): 0.349
- P-Value: 0.006 (Significant at 0.01 level)

- Conclusion: A statistically significant positive correlation exists, suggesting that higher training effectiveness leads to greater belief in workplace accident reduction.

#### **Suggestions:**

- Increase Practical Training: Since 46.7% of respondents suggest more hands-on learning, organizations should focus on interactive training modules, simulations, and real-world applications.
- Enhance Post-Training Support: To bridge the gap between learning and implementation, companies should introduce mentorship programs, follow-up assessments, and refresher courses.
- Address Language Barriers: With 55% of respondents citing language as a challenge, organizations should provide multi-language training materials or visual-based learning methods.
- Improve Soft Skills Training: While technical training is prioritized, communication and leadership training should be integrated to improve career growth prospects.
- Increase Frequency of Training: Though most employees receive quarterly training, monthly training sessions could enhance knowledge retention and real-world application.
- Leverage Technology: Online modules, augmented reality (AR) simulations, and AI-driven training assessments can enhance engagement and effectiveness.
- Align Training with Career Goals: Personalized training plans should be designed to align with employees' career aspirations, increasing motivation and participation.

#### **Conclusion:**

The study confirms that training and development play a crucial role in enhancing employee performance, job satisfaction, and career growth at Rajalakshmi Builders. The findings indicate that while employees generally view training as effective, challenges in applying knowledge and language barriers need to be addressed. The organization should focus on practical training, post-training support, and digital learning solutions to maximize the impact of employee development programs. By continuously refining training initiatives, Rajalakshmi Builders can improve workforce efficiency, reduce workplace risks, and maintain a competitive edge in the industry.

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