

Impact of Employee Satisfaction towards Induction Training Program



Bharthvajan R, S Fabiyola Kavitha

Abstract: Training plays a good part in this competitive globe in the qualified and business format. Training is the cornerstone that suffices the need for job functioning smoothly and smoothly, which also helps to enhance the quality of employee working lives and organizational development. Development is a method that contributes to the organization's qualitative as well as quantitative advances, particularly at the managerial level, is less regarded with strong abilities and is more worried with understanding, values, attitudes and behaviors in relation to particular abilities. Development can therefore be described as an ongoing process, while training has particular fields and goals. Training involves positive growth in such organizational intentions in order to optimize the quality of the workers' working lives. These kinds of training and growth programs assist improve staff behavior and attitude towards the job as well as enhance their morality. Training and growth programs for employees are therefore significant elements that need to be studied and concentrated on. This article focuses and analyzes the results of the literature on the significance of induction training and growth in Cavinkarepvt ltd and their relationship with the sustainability of the staff.

Keywords: Employee Induction, Training, Training need analysis

I. INTRODUCTION

All organizations have a number of possibilities to seize and numerous difficulties to fulfill in the evolving business stage. Due to such setting, in the current rivalry, the vibrant organisations survive smoothly. While confronting these difficulties, there is considerable job pressure on management's shoulders. It is the management's duty to make needed adjustments at the workplace according to the work requirement. The management requires to alter their policies, laws and regulations in order to survive in the contest and satisfy the demands. Any organization's achievement relies on the quality of the workforce, but to preserve the job quality. To survive the company and become a good market pillar; training is an instrument that can assist to gain competitive benefits. Training is a parameter to enhance the workforce's capacity to achieve organisational goals. Therefore, good training programs lead to the conquest of the vital company objectives. Training is therefore important to give the organization a vibrant strategy.

Manuscript published on 30 September 2019.

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This dynamic strategy is essential because any organisation that adopts a regulated manner of working may not be able to produce coherent outcomes, but this may be done by a vibrant and flexible organisation. The review of literature gives a clear picture about training and development and also the importance of induction training.

II. REVIEW OF LITERATURE

- **Jaffee, Cabot. L in the year (2010)¹** his study on the subject of 'DIAGNOSE BEFORE TRAINING' has been carried out and a comprehensive overview of the strengths and weaknesses of promotional applicants can be assessed in order to determine the sort of practice mutually beneficial to the person and the business. Such an approach is said to be superior to a particular course intended to cover wide subjects such as communication, motivation, and management in order to overlook relevant data about the trainees accessible in other areas of the company. The author proposes that all accessible data about a person be integrated and then given differential therapy based on how effectively his strengths and weaknesses align. Because of its integrative approach, this strategy is said to be somewhat more costly but also more valuable and effective.
- **Thang, N. N., Quang, T. & Buyens, D in the year (2010)²** done their research in the topic "The Relationship Between Training and Firm Performance" and he has done a detailed study on effects of training on firm performance. The author seeks to explain the significant theoretical methods and suggests a structure for analyzing training and problems of firm performance. The assessment shows that staff understanding and attitude can mediate the connection between training and firm results.
- **Rohan Singh, Madhumita Mohanty in the year of 2012³** has done their research in the topic "Impact of Training Practices on Employee Productivity: A Comparative Study" The author done a detailed summary of Present Scenario about the training Practices and its impact. The author aims to describe the impact of training on structured and unstructured training programmes whether it is affected the employee productivity. The author recommends that training programs will create a impact a employee product and the other done comparative study of training practices and other macro economic and market forces, both of which affect productivity.
- **Muhammad Ashar, Muhammad Mudasar Ghafoor and Easha Munir in the year of 2013⁴** has done their research in the topic



“The Impact of Perceptions of Training on Employee Commitment and Turnover Intention: Evidence from Pakistan” The author studies the connection with affective engagement of two of the most significant perceptions of practice. These training views include perceived training accessibility and perceived training help from the supervisor. The research is essentially helping the organisation know the connection between training-attitude and organizational results.

- **Sivakumar B N in the year of 2012⁵** has done research in the topic “Evaluating the effectiveness of Manager Level training in Manufacturing industry with reference to krishnagiri district” And the author is been conducting studies on top level efficiency training. The need for training is to universally accept fresh line of enhanced productivity. Fundamentally, the Research is helping the organisation recognize the significance of the managers.

- **Philip H. Mirvis and Donald L. Kanter in the year of 2013⁶** have done their research in the topic “Beyond Demography: A Psychographic Profile of the Workforce”. The author introduces a model of work-and non-work-related variables that affect attitudes and their effect on the elevated rates of cynicism observed in the workplace today. The findings of the study demonstrate a powerful correspondence between the overall attitudes of individuals about society, management, and other people's intentions and more particular views of their own organisation, executives, and co-workers. The Research is essentially helping the organisation recognize the significance of executive training psychographic profiles.

- **David McGuire and Mammed Bagher in the year (2010)⁷** has done their research in the topic “Diversity Training in Organizations: An Introduction” Reviewing the literature on diversity training and examining the impact of organizational power, privilege and diversity policies. This is a concept paper that examines the arguments for and against organizational diversity training. It defines the existence of dominant organizations in society that lead to minority varied communities being marginalized and oppressed. Diversity training plays an important role in promoting higher workplace equality, integration and fairness. Critically, it can assist varied people and groups recover significant elements of their identity and enjoy the workplace's productive careers. Diversity fosters a fresh organizational perspective by capitalizing on all employees' views and voicing silenced minorities. It encourages higher knowledge, interaction and inclusion in decision-making and problem-solving of different world views. Effectively embedding diversity in organisations needs senior management leadership and realization that diversity will enhance performance metrics, rather than merely being an ideal that is socially desirable. It includes acknowledging that promoting diversity and an inclusive culture is a mutual duty and is not just the preservation of advocates for diversity or HR departments. Finally, the author suggests that there is a purpose and the need in the field of Human Resource Development (HRD) to commit to supporting the meaning of diversity as globalization effects increase and the involvement of various communities in the workplace increases. Diversity must become a priority item on the HRD agenda by incorporating diversity into HRD programs.

- **D.A. Olaniyan and Lucas. B. Ojo in the year (2008)⁸** has done their research in the topic “Staff Training And Development: A Vital Tool For Rganizational Effectiveness” The paper was evaluated on the basis of personnel training and growth. Basically, this article is a conceptual paper. The author claims the need for enhanced productivity is widely accepted and it is no less evident that it depends on effective and effective training. In order to invest in training, it has become essential to further advance in the modern world. The role of training and growth of employees can therefore no longer be over-emphasized. Training and growth of employees is based on the assumption that employee skills for organisations to develop need to be enhanced. Training is a systematic development of the understanding, abilities and attitudes that staff require to perform properly on a particular assignment or job. New organisational entrants have different abilities, but not all of them are applicable to organisational requirements. Employees need training and growth to allow them to work to take the organisation to its intended destination. However, training and retraining of all employees in the form of workshops, lectures and seminars should be pursued vigorously and made mandatory for any organisation to succeed. Finally, this article discusses that in relation to organizational effectiveness it is against the background of the comparative significance of personnel training and growth.

- **Anupama Narayan and Debra Steele-Johnson in the year (2007)⁹** has done a review in this topic “Relationships Between Prior Experience Of Training, Gender, Goal Orientation And Training Attitudes” And some authors said the work is characterized by rapid changes in the organizations of today, increasing workforce diversity Competitive company conditions (Cascio, 1998; Goldstein, 2002; Smith et. al, 1997). Development of employees, and more specifically training, can assist people and organisations function more efficiently to adapt to changing environments and achieve person and organisational objectives (kindsley, 1998). The respondents were 174 Midwestern University undergraduate students. Participation in the research was voluntary and additional credit points that could be applied to their grade were provided to the respondents. Therefore, an average of 165 participants with a mean era of 20.5 years (SD= 3.14) were drawn for assessment (males, and= 71; females, and= 94). Consequently, the findings of regression analysis showed that goal orientation of mastery-approach had a positive impact on men's training attitudes, but not on females.

- **Shreya Sarkar-Barney in the year (2004)¹⁰** has done her research in the topic “The Role Of National Culture In Enhancing Training Effectiveness: A Framework” The worldwide training focus was mainly on preparing staff to function efficiently in other cultures, such as expatriate training, acculturation training and technology transfer training. The implication of using training systems that are created in a particular context and then implemented worldwide is one problem that has been ignored.

This article proposes a structure to demonstrate the impact of culture on the aspect of efficiency of training, the transfer of freshly learned abilities to the workplace. Specific connections are suggested, using Baldwin and Ford's (1988) transfer of the teaching structure as a guide, as well as synthesizing results from fields such as cross-cultural psychology, human resource management, and management of education and technology. The scale of Schwartz was used for the research. The research population is from 54 countries (N= 44,000). Lastly, the main agenda of this article was to introduce a structure that takes into account the impact of culture on training transfer (TOT). Lastly, he suggests that by mixing data on the cultural value rating of a country with the relationships suggested by the framework, professionals can make more informed choices about how to adapt their training schemes to satisfy the requirements of any specific culture in which training is to be performed.

- **Agarwal, Manish, Nayak, Tapan Kumar Gupta (2008)¹¹**, V.P has performed its studies on Employee perception of IT sector training in the IT & BPO industry to assist businesses and staff enhance their efficiency. The company therefore clearly understands the need for training for its employees and has conducted the training at regular intervals and has demonstrated that this will definitely lead to skill enhancement, improved efficiency and productivity, and opportunities for growth for employees. They review the paper tries to explore the problems that influence the perception of the employee about the IT sector training. In this context, authors are selected in the IT organization in the NCR region of delhi and data were collected in the form of 170 employees of various IT and BPO companies through the primary data The data collected was then subjected to factor analysis i.e. Main component analysis with rotation of Varimax. A total of seven variables influencing the perception of staff came to the fore from this IT sector study

- **Pawan S. Budhwar, Harsh K. Luthar, Jyotsna Bhatnagar (2006)¹²** Research on 'The dynamics of HRM schemes in Indian BPO firms explained that the BPO scheme is quickly growing in India and the procedures followed in HRM BPO organisations in India The study is based on a sample of 51 BPO firms, most of which are situated close New Delhi's capital. The findings concentrate on the nature and structure of Indian BPOs' job and organisation as well as the strategic role that HRM plays in such organisations. They suggest the research of the presence in Indian BPOs of formal, structured, and rationalized HRM schemes. A program insights based on policies and procedures linked to HRM.

- **Dharmesh Raval (2014)¹³** had done his research on the topic of "A Study of HRM Practices prevailing in IT-ITES Industry - A Case Study of IT - ITES organizations of Vadodara City" A researcher using a blended method strategy involving both in-depth debate of with executives and primary data, information gathered from chosen Vadodara City IT / ITES businesses. The predictable result highlights the implementation of particular HRM procedures such as recruitment, performance assessment, training and growth, and compensation. They suggested the presence in IT / ITES organisations of formal, organized and rationalized HRM schemes. The HR senior managers interviewed shared a number of ideas linked to

HRM policies and procedures that shed more light on the functioning of IT / ITES businesses and their difficulties. They carried out the research of what was helpful to both academics and researchers.

- **Sumaiya Shafiq Sahibzada Muhammad Hamza (2017)¹⁴** has done their research on the topic of "The Effect Of Training And Development On Employee Performance In Private Company, Malaysia" The investigator attempts to clarify that the worker is the main assets in the organisation, they are the main heir to an organisational achievement. The organisations success cannot be underestimated by the organizations. The paper aims to investigate the impact on employee performance and the challenges of training and development. Based on the empirical literature, the questionnaire was formed. The study involved the convenience sampling method to select the independent variable used in work training, off-work training, job enrichment and job rotation. Employee problems are the dependent variable used in these studies. The researcher was approved using a Likert scale questionnaire, including 25 problems, and the number of respondents is 105 employees at the Malaysian Private Company. The output shows that all independent variables have an unpredictable impact on employee performance except Job enrichment which is reported to have a significant impact on the dependent variable.

- **Emir ČičkušićSerkanBayraktaroglu (2014)¹⁵** has done their research in the topic of "Impact of Training and Development on Employees Performance in Bosnia And Herzegovina" Companies are compelled to finish the target within the specified moment, so it is very essential to train employees in the correct manner so that only the organisation can attain the objective and it is essential that employees have better understanding, abilities and abilities. The primary goal of the research paper is to discover the effect of training and growth on employee performance, and Bosnia and Herzegovina has been taken as an instance. Two separate questionnaires for the staff and one for the company executives or owners backed the research. The result was found to have a enormous effect on the efficiency of the employee when it comes to training programs and staff are fully conscious that training programs provide them with better understanding, enhanced abilities and ideas for future career paths.

- **H. Vasudevan (2014)¹⁶** "Examining the Relationship of Training on Job Satisfaction and Organizational Effectiveness" International Business School (IBS), University Technology Malaysia (UTM), Kuala Lumpur. Training is regarded to be a more significant component in the organisation as it creates the greatest effect and influences individuals to know how to be more efficient in changing understanding, abilities or attitudes through teaching experience in order to attain good output. The training is a long-term asset for the person as well as for the organisation The training is obviously understood as a communication aimed at understanding the perception of the worker as well as its development of abilities, and the

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Outcome of this research is obviously recognized the significance of training on both sides of an organization. The research examined the work dedication, job satisfaction and job performance impact of training. The four main raining elements such as training committee engagement, psychoanalysis needs evaluation in training content of 180 staff in Malaysia. The methods used to examine the information included descriptive statistics, analysis of reliability, analysis of correlation and analysis of regression. The results showed an alpha value of all variables well above 0.80, which is deemed a reliable domestic consistency indicator.

• **Mintah Desmond Agyei (2014)¹⁷ has done their research in the topic “The Impact Of Training And Development Programmes On The Performance Of Employees In Rural Banks In The Ashanti Region”**

Training and development of employees in an organisation is a very significant component. Organizations are therefore urged to train the worker and develop their staff to improve their efficiency. Rural banks in Ghana are among the institutions that provide their staff with training and growth to ensure that they receive the correct type of training and knowledge gain based on training to meet the current problems. The data were collected through the questionnaires. The results show that rural banks in the Ashanti region have training and development programs in place, but the execution of training in the Ashanti region is not as needed by the employee and is not systematic and not coordinated properly. It is therefore advisable that, by setting up a particular training segment, rural banks in the Ashanti region and Ghana as a whole should have a properly scheduled, systematic and appropriate training and growth program. There should also be adequate allocation of the budget to finance the execution of these banks ' training and growth program.

• **R. Anitha and Dr. M. Ashok Kumar has done their research in the topic of “A Study On The Impact Of Training On Employee Performance In Private Insurance Sector, Coimbatore District¹⁸”** Employees are the organization's essential component and contribute to the achievement of the organisation. For its smooth functioning the training is used as a instrument to identify the correct worker for the job, hence the investigator performed a survey only in Coimbatore's private insurance sector composed of life and non-life insurance firms. And they used to figure out the effect of training and study the variables determining worker productivity through training. Random Sampling Method was the sampling method used for this research. T-test, Chi Square, evaluated the information gathered. The findings achieved show that employee training in the private insurance sector, Coimbatore District, increases employee efficiency. After training, the rise is created in the productivity of the worker. The level of education, the category of employees and the work experience of employees are considerations that determine the increase in the efficiency of employees in the organization after training.

• **DrVijaya Mani and Caroline Karunya has done their research in the topic of “Perception of the New Recruits on the Employee Induction and on boarding Process”¹⁹** Research suggests that induction is a main

measure for fresh employees in order to obtain the needed understanding, abilities and conduct to become efficient members of the organization. The study's primary goal is to evaluate the current induction program and discover the level of satisfaction of fresh joiners towards the organization's current boarding method. It was descriptive design that the study embraced the technique. A quantitative data collection study strategy and the use of questionnaires as a instrument for information collection. The 104 target participants in the February to May month. The investigator found that the satisfaction level of fresh staff was only satisfactory in the pre-joining stage through the general induction method. Based on the findings, some suggestions from the researcher were forwarded to the organization to make the induction process more effective, such as extending the period for the induction program, increasing the number of training courses and trainer meetings to improve the quality of trainers.

• **Mr. Manohar Karade, Prof. Dr. Sayalee Gankar and Ms. Salomi Sam²⁰ The researcher has done their research in the topic of “ Impact of Induction Training on New Joiners: a Perception Analysis with respect to Age and Gender”** The main aim of the study is to define about the induction training program can be improvised and customized. The design of exploratory research has been used to carry out studies. The investigator performed a survey involving the total number of 30 newly joined employees who underwent induction training in June at a major Indian-based offshore service provider organisation as participants. The results stated that the new joiners were in all satisfied with the new joiners ' induction training program that the induction training would help them do their work efficiently. However, some regions were recognized where the value produced by the induction training program could benefit from minute modifications. This study provides insight into whether age and gender differences can impact the perception created about the training program for induction. Through these studies, it has been discovered that there is no gender connection with the perception of fresh joiners towards work life balance and that there is a connection between age and perception of the achievement of new joiners ' professional objectives. Given that worldwide companies devote important amounts of time and money to training their newly recruited staff, a higher understanding of the process outcomes in enhanced induction training programs efficiency.

• **Mr. Edward Ocen has done his research in the topic of²¹ “The role of training in building employee commitment: the mediating effect of job satisfaction”** The investigator is attempting to identify the role of training in constructing employee engagement in Uganda's banking sector. The investigator used correlation, regression and MedGraph to explore the hypotheses. The results disclosed a beneficial connection between training and staff engagement, which increases each employee's peak production. The study's primary purpose is to provide an explanation with empirical evidence by showing that

training will have a beneficial impact on employee engagement in the Ugandan scenario in the banking sector. This study further builds a model that will help researchers and practitioners in investigating and explaining employee commitment in the banking sector in Ugandan situation.

- **WorluOkechukwu [2017]²² has done his research paper in the topic of “Influence of Training And Development, Employee Performance On Job Satisfaction Among The Staff Of School Of Technology Management And Logistics, University Utara Malaysia (Stml, Uum)”** This investigator is attempting to explore paper among the School of Technology Management and Logistics (STML) employees on the impact of training and growth, employee performance on job satisfaction. The investigator is used to determine the production of seven Liker scales of study instruments used to assess the degree of training & growth and performance of employees on work satisfaction. 20.0 (SPSS) was used to evaluate and gather information. The study's primary results are discovered to have a positive impact on job satisfaction by training & growth and leading worker performance, and a important connection exists between training & development, worker performance and work satisfaction. It also created that training & growth and performance of employees is an effective and strategic support for successful organisation and worker.

- **R. Sudhakar and Dr. S. Rabiyaathul Basariya 2018 had done their research in the topic of “Theoretical Framework on the Effectiveness of Training & Development - “Review of Literature”²³** Writing this paper, the researcher intends to review the training & growth literature. It highlights the significance and efficiency of IT business training & growth. The researcher trying to create the importance & impact of training and development through the survey by the employees to the workers Training and development is having a major role in the effectiveness of companies and to make experience people to do work effectively. The research paper's primary objective is to organize and evaluate the information on the significance of training and research development that will allow us to define the significance and efficiency of training.

- **Mr. Maimuna Muhammad Nda & Dr. Rashad Yazdani Fard (2013) has done their research in the topic of “The Impact Of Employee Training And Development On Employee Productivity”²⁴** Training is becoming the key term for creating the competitive dynamic market. Effective human resource training and growth tends to accomplish both short-term and long-term advantages. The research provides a literature review on the importance of staff productivity training and growth. The organisation requires focusing on the training and growth elements of each and every worker in order to obtain the highest returns from their investment. Training and development are therefore essential to the productivity of the workers of the organization.

III. RESEARCH METHODOLOGY

Sampling Techniques

- Here the Sampling technique was conducted simple random sampling.

Retrieval Number: K24790981119/19@BEIESP
DOI: 10.35940/ijitee.K2479.0981119
Journal Website: www.ijitee.org

Type of Data Collection

- The Data were collected from the employees of CavinkareKanchipuram district in Tamil Nadu

Primary Data

Primary Data was collected through questionnaire, the questions were unbiased, and narrow minded, multiple ended ranking questions.

Secondary Data

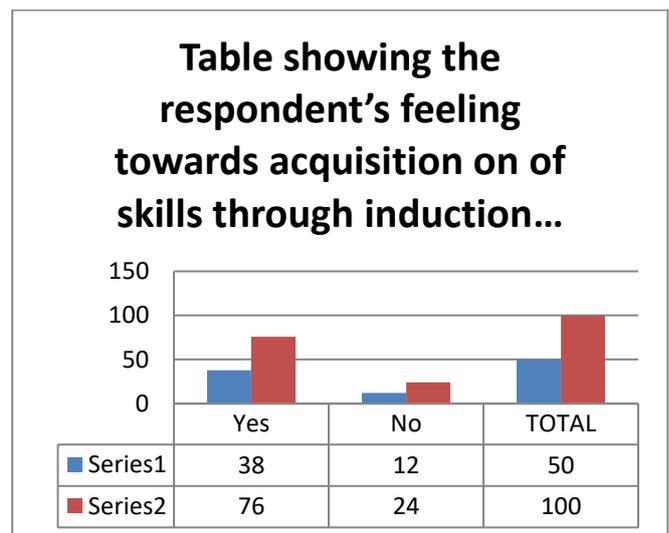
Secondary Data was collected from the organization & organizations brochures,

The tools that are used to analysis the impact level of employee satisfaction, training and employee productivity

- Simple percentage
- Bar- diagram

Table Showing The Respondent’s Feeling Towards Acquisition on of Skills Through Induction Training

SCALE	FREQUENCY	PERCENTAGE
Yes	38	76
No	12	24
TOTAL	50	100



Inference

Based on the above table it can be analyzed that 76% of the respondents are learnt acquired skills through induction training and 24% of the respondents are doesn't learn acquired skills and they are feel does not fulfill their job As per the analysis induction training is becoming a prime activity to learn acquired skills to perform their job and its help full to assess the employee’s interest level and contribution to the employees.

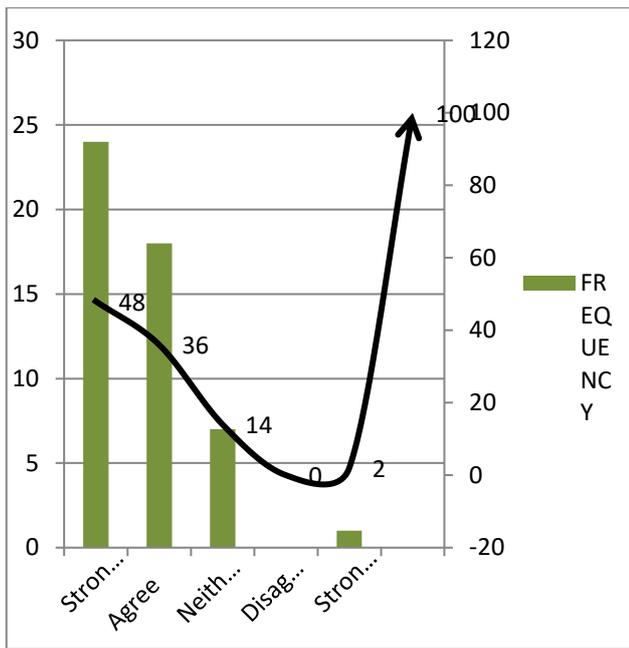
➤ Induction Training Program Is Necessary For Effective Performance



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SCALE	FREQUENCY	PERCENTAGE
Strongly Agree	15	30
Agree	26	52
Neither Disagree Nor agree	8	16
Disagree	1	2
Strongly Disagree	0	0
Total	50	100

➤ Induction Training Program Is Necessary For Effective Performance

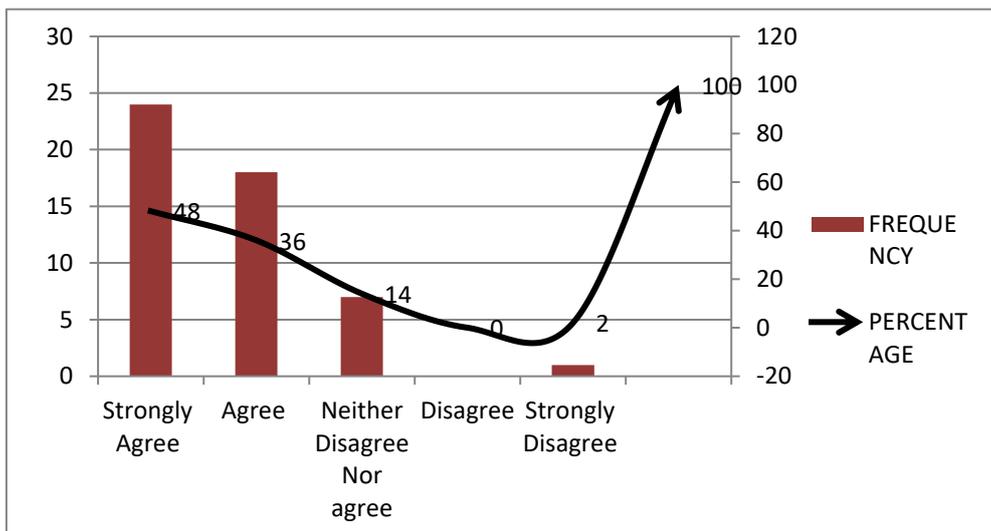


From the above table it can be analyzed that 30% of the respondents are strongly agree that the induction training is necessary for their effective performance 52% respondents are agree that Training is necessary for their effective performance 16% of the respondents are Neither agree nor disagree that, while 2% disagree. Hence majority of the respondents supported for induction training Program in the manufacturing organizations which will lead for the right training for the right person, so that the companies can save time, money, energy and take correct decision regarding to conduct training sections.

➤ Induction Training Program Gives Awareness For Their Career Growth

SCALE	FREQUENCY	PERCENTAGE
Strongly Agree	11	22
Agree	21	42
Neither Disagree Nor agree	13	26
Disagree	4	8
Strongly Disagree	1	2
Total	50	100

➤ Induction Training Program Gives Awareness For Their Career Growth



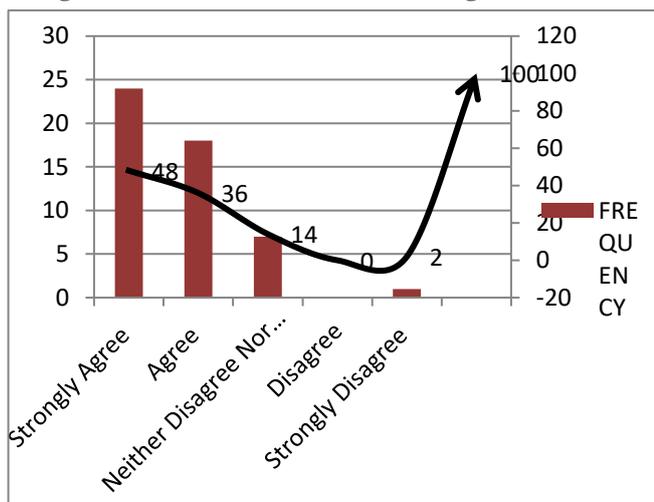
Inference

From the above table it can be analyzed that 22% of the respondents are strongly agree that induction Training program gives awareness for their career growth. 42% of the respondents are agreeing that induction training program gives awareness for their career growth. 26% of the respondents are Neither agree nor disagree, and 8% of the respondents are disagree and 2% of the respondents are

strongly disagree. Hence majority of the respondents supported for induction training Program given awareness for their career growth and they agree that induction training program is helpful to build the career.

➤ **Timing & Venue of the Induction Training Is Convenient**

Timing & Venue of the Induction Training Is Convenient



SCALE	FREQUENCY	PERCENTAGE
Strongly Agree	12	24
Agree	12	24
Neither Disagree Nor agree	11	22
Disagree	10	20
Strongly Disagree	5	10
Total	50	100

Inference

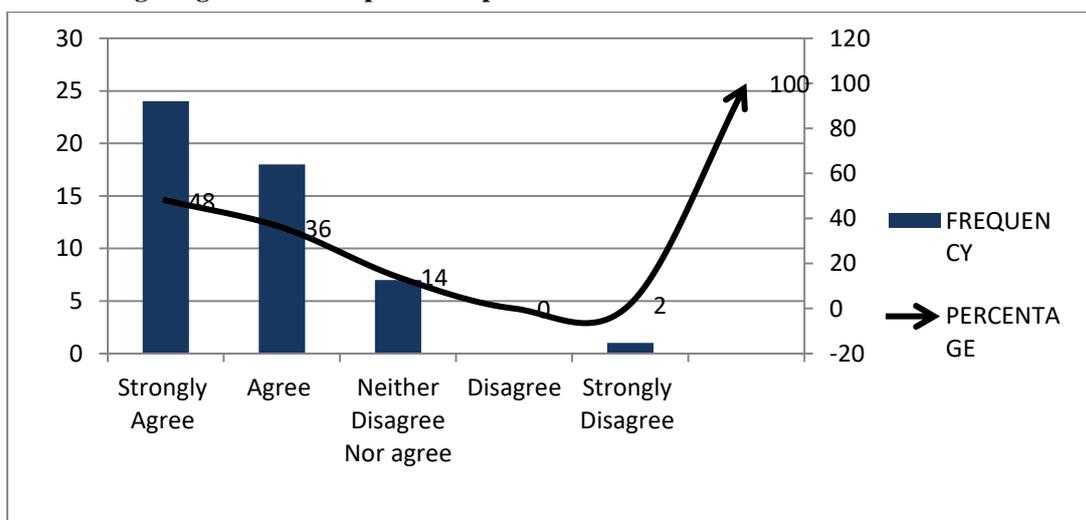
From the above table it can be analyzed that 24% of the respondents are strongly agree that timing & venue of the induction training is convenient. 24 % of the respondents are agreeing that timing & venue of the induction training is

convenient.22% of the respondents are Neither agree nor disagree, and 10 % of the respondents are disagree that timing & venue of the induction training is not convenient and 2% of the respondents are strongly disagree

➤ **Induction Training Programs Are Helps To Adopt The Internal Environment**

SCALE	FREQUENCY	PERCENTAGE
Strongly Agree	24	48
Agree	18	36
Neither Disagree Nor agree	7	14
Disagree	0	0
Strongly Disagree	1	2
Total	50	100

➤ **Induction Training Programs Are Helps To Adopt The Internal Environment**



Inference

From the above table it can be analyzed that 48% of the respondents are strongly agree that the induction training program are helps to adopt the internal environment. 36% of the respondents are agreeing that the induction training program is helps to adopt the internal environment. 14% of the respondents are neutral about their opinion of the

induction training program and remain 2% of the respondents are strongly disagree that the induction training program are helps to achieve their career goal.

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IV. FINDINGS

- Induction Training and Common training methods and development methods are organized so its shows fairly acceptable output in organizations personal performance
- The study shows 42% of them agree with the duration of the induction training program is acceptable.
- Training & Development method are helpful to achieve employees' career goal and induction training program is helps to identify the career goal
- The study shows 36% of the people are satisfied with the company internal department induction training
- Time and Venue of the induction training program is convenient to learn various aspect of their job.
- The HR policies, procedures, are transparent thus contributing positive to the organization climate³

V. SUGGESTIONS

- Induction Training has to be evaluated frequently and monitoring the employee performance and feedback as well.
- Induction Training documents must be retained, maintained and updated in a timely manner.
- Proper care should be taken when the trainers are selected and it should be properly evaluated
- Continuous feedback must be provided to trainers and training should be carried out as an ongoing scheduled activity.

VI. CONCLUSION

Training and growth programs in each organisation play a crucial role. These programs enhance workplace employee performance, update worker knowledge and enhance personal skills, and help avoid organisational obsolescence. Using these programs, management can easily assess job performance and make choices such as employee development; training increases an organization's general efficiency in different aspects.

Development of soft skills, development of personality, in interpersonal relationships, problem solving techniques, management and supervisory training programs, quality improvement programs, technical processes, quality circle programs, time management skills, employee efficiency development programs, violence prevention programs, etc.

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