A Study on Employee's Perceptions, Preferences, and Strategies for Implementing Learning and Development Initiatives at RSSPL

An Internship Report- 1 for

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Submitted in partial fulfilment of Master's Degree

MBA IN HUMAN RESOURCES

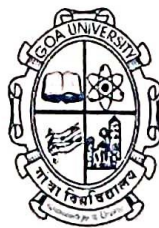by

SURABHI SHRIHARI KAUTHANKAR

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Under the Mentorship of

DR. PARESH LINGADKAR

Goa Business School
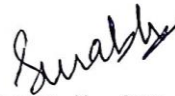Human Resources

Goa University

Date: 6th May 2024

Examined by:

Seal of the School/Dept

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, **"A Study on Employee's Perceptions, Preferences, and Strategies for Implementing Learning and Development Initiatives at RSSPL"** is based on the results of investigations carried out by me in the MBA in Human Resource Management at the Goa Business School, Goa University, under the mentorship of Dr. Paresh Lingadkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

Surabhi Shrihari Kauthankar
Seat no: 22P0280067

Date: 06/05/2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "**A Study on Employee's Perceptions, Preferences, and Strategies for Implementing Learning and Development Initiatives at RSSPL**" is a bonafide work carried out by **Ms Surabhi Shrihari Kauthankar** under my mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline Human Resource Management at the Goa Business School, Goa University.

Dr. Paresh Lingadkar
Management studies
Date: 06/05/2024

Prof.Jyoti Pawar Dean,
Goa Business School,

Department Stamp

Date: 06/05/2024
Place: Goa University/College

ACKNOWLEDGMENT

I would like to extend my deep and sincere gratitude to all those who helped me in making my Internship Project successful and with all gratefulness I would like to tank the following People from Remote Software Solutions Pvt Ltd for supporting me guiding me to learn different things in organisation which is needed for my project.

A special thanks to the General Manager of RSSPL Mr. Rajiv Antao for allowing me to do an internship in RSSPL and guiding me throughout this internship period.

I would also like to thanks my mentor Dr. Paresh Lingakar for guiding me throughout the internship program

OFFER LETTER

REMOTE ◯))
SOFTWARE SOLUTIONS

22nd January 2024

Surabhi Kauthankar
Mulgao- Bicholim

LETTER OF OFFER

Dear Surabhi

We are pleased to offer you an Employment with Remote Software Solutions Pvt. Ltd. based on your application and subsequent interview you had with us. Details of the terms and conditions of offer are as under:

1. You will be designated as an **HR Intern.**
2. Your date of commencement of Employment will be on or before **22nd January 2024.**
3. You will be entitled to receive a stipend of Rs **3,000/-** per month.
4. Your employment would be subject to the Terms & Conditions mentioned in your employment contract, which will be issued to you on your joining.
5. You will be on training for a period of **Two** months from the date of joining.
6. Kindly sign a copy of this letter as a token of your acceptance of this offer.

Looking forward to a long and mutually beneficial career with us.

Yours truly,

For **REMOTE SOFTWARE SOLUTIONS PVT. LTD.,**

Rajiv Antao
General Manager

_____
Please sign here, in acceptance

Remote Software Solutions Pvt. Ltd. – An FLR Spectron Group Company
H.No: 1661, Survey No.128/7, Plot No.B, Near Tarun Bharat Press, V.P. Penha de Franca, Alto Porvorim, Goa – 403521, India
Tel: +91(0)8322410095/96 e: accountsgoa@flrs.co.uk
CIN - U72900GA2004PTC003449; GST - 30AADCR0144G1Z2

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INTERNSHIP CERTIFICATE

شركة أريج للزيوت النباتية ومشـتقاتها ش.م.ع.م
AREEJ VEGETABLE OILS & DERIVATIVES S.A.O.C.

Date: 10th July 2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Surabhi Shrihari Kauthankar** from **Goa Business School, Goa University,** with a Major in **Master of Business Administration,** has successfully completed her Training Program at **Areej Vegetable Oils & Derivatives S.A.O.C.** from **May 14, 2023, to July 10, 2023.** The Training was undertaken by her in the **Human Resources, HSE, and Production Departments,** and during this period she was given training in the following areas:

1. Vision, Mission, and Value of the company; HR organizational structure; and AVOD organizational structure.
2. Entering the data of staff using Pay Manager and Typing the process of employment contracts
3. Explain the process of staff termination reports, interviews, and updating and filling out internship documents on Excel.
4. Prepared types of business letters and Emails and Understood choosing a course and a candidate.
5. Screening resumes and job applications and the recruitment and selection process
6. Prepared a petty cash form for apprentices and interns for a stipend.
7. Calling employees for signatures on employment contracts and calling interns and apprentices to collect their stipend.
8. Prepared the apprentice and intern's data with pivot graphs and tables in Excel.
9. Recorded and updated on Excel about HRA for staff and AVOD accommodation with the filling of cancellation and occupied tenancy agreements.
10. Prepared a certificate of experience.
11. Memorandum of Understanding (MOU) between the organization and the college (negotiations skills)
12. Understand the process of ticketing and Typing offer letters.
13. Understanding the process of visas and ways of entering different types of leave
14. Ministry of manpower-related jobs, Ministry of commerce and industry-related jobs and ROP/Immigration department-related jobs.

15. Job Analysis: Job Description and Job Specification.

16. Schedules the appropriate classroom and prepares the physical setup as necessary.

17. Process of maintaining employee records and HR's external audit—prepared resumes for personal employee record files.

18. Recording employees weight for weight-loss competition

19. Assigned to distribute new residence cards to employees with their signature.

20. Classifying employees, Compensation structure, and Manpower planning

21. HR Training Department Policy and Overview of HR Policy and Processes

22. Employee Handbook and Employee of the Month

23. Attendance tracking in Report Manager

24. Exceptions: employee shift schedule and Report absent check

25. Time sheet making, overtime, and calculating the final attendance report

26. Performance appraisal, Potential appraisal, and Conflict management

27. Conducted an Induction program for new trainees

28. Evacuation procedure at the time of an emergency and HSE policy and procedure

29. Occupational health and safety management system manual

30. Fire extinguisher color code, HSE monthly theme, and updated Contract management file

31. Risk assessment report, first aid boxes received, and inception check

32. Site visit for inception and Prepared near-miss Observation report

Throughout the training, we found her to be sincere, hardworking, and committed. She Conducted a questionnaire and collected data to study "**The impact of high-performance work practices on HR outcomes".** She underwent a test and was found to be result-oriented. We wish her success in her future endeavors.

Sincerely,

C.R. No.: 1102311
P.O. Box: 22, Rusayl
Postal Code : 24
Sultanate of Oman
22

Mohamed Yaqoob As' Sariri
HR, Head of the Department

REMOTE)
SOFTWARE SOLUTIONS

DATE: 30th April 2024

<u>**To whom it may concern**</u>

This is to certify that **Surabhi Kauthankar** has successfully completed the internship program at Remote Software Solutions Pvt Ltd in the Human Resources Department. The Training period is from **22nd January 2024** till **30th April 2024**.

She has completed a project on "A study on Perception, Preferences and Strategies to be implementing L&D initiative"..
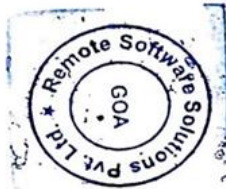
Surabhi displayed professional traits during her tenure and managed to complete all assigned tasks as requested. She is hardworking, dedicated and committed.

Yours sincerely,

For **Remote Software Solutions Pvt. Ltd.,**

Rajiv Antao
General Manager

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<u>EXECUTIVE SUMMARY</u>

This study investigates employee perceptions and preferences regarding Learning & Development (L&D) initiatives within the IT sector at Remote Software Solutions Pvt Ltd (RSSPL). the research utilized a self-administered online survey questionnaire distributed through the company's internal communication channels to gather data from a representative sample of 78 employees at the Goa branch. Employing a mixed-methods approach, utilizing both primary data collected through an employee survey and secondary data from existing literature.

Key findings reveal a positive organizational culture characterized by strong adaptability, teamwork, communication, creativity, and time management skills across diverse employee demographics. The study also identifies no significant differences in preferences for L&D initiatives or the effectiveness of various L&D techniques across departments or experience levels, suggesting a potential for standardized approaches and universal implementation.

Furthermore, the research highlights the importance of targeted soft skills development strategies to address skill gaps in areas such as communication, managing others & teamwork, and leadership.

The findings offer valuable managerial implications, including the standardization of L&D programs, universal adoption of effective L&D techniques, targeted soft skills development, continuous monitoring and evaluation, promotion of a learning culture, and investment in leadership development. By implementing these recommendations, organizations can optimize their talent development strategies, enhance employee engagement and performance, and achieve long-term success in a dynamic and competitive business environment.

1. PROFILE OF THE COMPANY

1.1 BIRDS-EYE VIEW

Remote Software Solutions Pvt Ltd (RSSPL) is an IT company based in Porvorim, Goa-India, was incorporated in March 2004 providing complete IT solutions across 3 verticals-Software, Infrastructure and Digital Marketing. In 2020, FLR Spectron Limited acquired Goa based IT companies -Anglia & RSS.

They are a multi-functional, multi-cultural team of more than 100 members. Over the last decade, they have been proficiently delivering software products, industry tailored software solutions, bespoke software applications, application support and comprehensive on-premise and cloud-based computer solutions to business' and organisations across the globe.

Mission

To deliver cost effective, quality software and infrastructure services globally.

Vision

To be a global player in Software Application Support and Development and IT Infrastructure support.

1.2 PRODUCTS & SERVICES OFFERED

- **Software Development:**

RSSPL provides end-to-end software development services including web, mobile, and desktop applications. Their Agile methodology ensures efficient collaboration and iterative development, resulting in tailored solutions for clients.

- **IT Infrastructure Management:**

RSSPL offers reliable infrastructure services such as Network Operations Center (NOC), Security Operations Center (SOC), Identity and Access Management (IAM), and Hybrid IT and Cloud Services. Their focus on operational excellence and security enhances client business performance.

- **Digital Marketing:**

RSSPL specializes in digital marketing services, including SEO, social media marketing, content marketing, email marketing, and analytics. Their strategies drive brand visibility and business growth for clients.

1.3 SECTIONS WITHIN THE ORGANIZATION

1. Software Development Department:

Responsible for designing, developing, and deploying software solutions using Agile methodology. Includes specialized teams for web, mobile, and desktop applications.

2. Infrastructure Management Department

Oversees network operations, security operations, and service desk functions. Provides 24/7 support and offers IAM solutions and hybrid IT and cloud services.

3. Digital Marketing Department

Focuses on promoting client brands through various digital channels. Offers SEO, social media marketing, content marketing, email marketing, and analytics services.

4. Back-Office Department

Handles internal operations and support functions rather than client facing activities. Finance deals with finance management, accounting and budgeting, while he manages human resources including hiring, payroll, employee relations and more.

RSSPL is a leading IT company offering diverse solutions tailored to client needs. With a focus on quality, innovation, and global reach, RSSPL continues to drive business success for its clients.

Their flagship product is "Remote In-Sourcing" in which they provide a dedicated team in our offices in India to support your Business Information Systems, SharePoint Estate, Business Intelligence or other core IT component.

We have strategic partnerships with leading industry suppliers including Microsoft, Windream, VMware, Citrix and HP and we are key suppliers to the legal and accountancy vertical.

ORGANISATIONAL CHARTS

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                        ┌─────────────────┐
                        │  Board Director │
                        └────────┬────────┘
                        ┌────────┴────────────────┐
                        │ Head of Development/    │
                        │ Chief Technology Officer│
                        └────────┬────────────────┘
         ┌───────────────────────┼───────────────────────┐
┌────────┴────────┐    ┌──────────┴──────┐    ┌───────────┴─────┐
│ Business Analyst/│    │ Senior Archiects│    │ Digital Marketing│
│ Project Managers │    └─────────────────┘    └─────────────────┘
└────────┬─────────┘
   ┌─────┴──────┐
┌──┴───────────┐ ┌┴──────────┐
│ Developer/   │ │ Designers │
│ Testers      │ └───────────┘
└──────────────┘
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Board Director

Technical Services Director — **Account Manager (UK)**

- Project Manager
- Service Desk Manager (UK)
  - Security Management (UK)
  - 1st and 2nd Line Support Pool (UK)
  - Serior Engineer Pool (UK)
  - Customer Support Specialists
  - Field Engineering Support (UK)
  - Technology Director Networkin (UK)
  - Cabling Team (UK)
- Serior Service Delivery Manager
- Database Administrators
- Service Desk Manager (Goa)
  - 1st Line Support pool (Goa)
  - Senior Engineer Pool L3 System Enginers (Goa)
  - 2nd Line support Pool (Goa)
- Solution Architects

1.4 <u>INTRODUCTION</u>

In today's dynamic and competitive business landscape, continuous learning and skill development have become imperative for organizational success and employee growth. However, in organizations lacking established Learning and Development (L&D) frameworks, introducing new training programs presents unique challenges and opportunities (Chethana & Noronha, 2023). There's a disconnect between recognizing the importance of employee training for productivity and effectively evaluating its impact. Despite acknowledging training's significance, companies often struggle with containing costs related to training. This stems from a lack of understanding about how training investments translate into tangible business outcomes.

Learning and Development (L&D) initiatives play a crucial role in enhancing employees' knowledge, skills, and overall competency, thereby fostering greater engagement with their job and organization. This engagement empowers them to make positive and significant contributions towards achieving organizational objectives while simultaneously fostering personal growth (Siddiqui & Sahar, 2019). The narrative shifts the perspective on L&D costs, framing them as investments rather than expenses. Organizations are encouraged to view L&D programs as strategic investments that contribute to organizational growth and improvement (Rikku & Chakrabarty, 2013).

It is underscored that the alignment of L&D strategies with organizational objectives is paramount to ensure seamless operations. Here, HR professionals, managers, and leaders emerge as key catalysts in propelling L&D initiatives that are intricately woven into the fabric of organizational goals. (Lancaster & Di Milia, 2014)

Statistical insights further underscore the urgency of addressing the talent gap, particularly within the Information Technology (IT) sector. With IT employment rates on the rise and a marked shortage of skilled professionals reported, the need for effective L&D interventions becomes even more pronounced. Projections from esteemed sources such as the Bureau of Labor Statistics and the World Economic Forum serve as stark reminders of the burgeoning demand for IT expertise, the IT employment rate increased from 3.9% in

May 2019 to 4.7% in May 2021, indicating rising demand for IT professionals and a deepening talent shortage. A survey by Scrum Alliance found that 90% of respondents reported a lack of skilled IT professionals in their organizations, highlighting the persistent gap in the IT sector.

The World Economic Forum predicts a global talent gap of 40 million in the IT sector by 2030 due to rapid technological advancements and increased digital adoption across industries. Many countries are facing challenges in attracting and retaining top IT talent due to factors such as competition, visa restrictions, and lack of specialized education programs.

India, a major player in the global IT industry, is also grappling with a talent gap in the IT sector. The National Association of Software and Services Companies (NASSCOM) estimates that the Indian IT industry will need an additional 1 million skilled professionals by 2025. The gap is particularly acute in emerging technologies such as artificial intelligence and blockchain. Challenges in the Indian context include limited access to quality education, lack of industry-academia collaboration, and high attrition rates.

In light of these challenges and transformations within the IT sector, the significance of the study lies in addressing the need for organizational efficacy in the IT sector through effective L&D designs. It aims to identify areas for improvement and enhance employee efficiency to meet organizational goals despite challenges and changes in the industry.

1.5 LITERATURE REVIEW

Learning & Development

Learning is the cornerstone of both progress and resilience, serving as the lifeline for development and survival. Ceasing to learn equates to stagnation, hindering one's ability to truly live. Within organizations, the pursuit of learning and development is paramount for their sustenance and advancement (Vaughan & Macvicar, 2004). The efficacy of

learning and development endeavors rests heavily upon their careful planning, skilled execution, and alignment with identified learning objectives (Shyu, 2016). Additionally, the adoption of Training Need Assessment (TNA) emerges as a critical instrument in addressing skill deficiencies, thereby bolstering organizational efficacy (Brown, 2002). Consequently, embracing a comprehensive approach to learning and development not only ensures organizational triumph but also nurtures continual professional evolution among staff members.

Learning & Development Trends and Techniques

According to Towards Maturity's research, today's employees have greater access to knowledge, networks, and learning opportunities than ever before. The report suggests that self-directed learners need to be motivated, take initiative, and be able to do their job faster and better than before. Additionally, 88% of those surveyed prefer self-learning over face-to-face training, and 52% are responsible for managing their own learning. (Little, 2016)

To ensure successful and efficient staff training, organisations uses a variety of tactics and techniques in Learning and Development (L&D) implementation which are continuously evolving to meet the dynamic needs of organizations and learners. One such technique gaining traction is microlearning, which delivers bite-sized training content anytime, anywhere, enhancing efficiency and engagement through multimedia elements like videos and games. It's ideal for teaching new concepts, reinforcing training, and providing ongoing professional development. (Chethana & Noronha, 2023)

Another emerging technique is Blended learning combines classroom and online instruction, enabling global access to training materials. It integrates face-to-face sessions with online modules, allowing employees to learn at their own pace and location (Fegade & Sharma, 2023).

Furthermore, the use of immersive technologies such as virtual reality (VR) and augmented reality (AR) is revolutionizing L&D by providing realistic and immersive learning

experiences (Sitzmann, 2011). These technologies allow learners to practice skills in simulated environments, enhancing learning outcomes and reducing the need for costly and time-consuming physical training.

There is an increasing focus on developing soft skills such as communication, emotional intelligence, adaptability, and resilience. These skills are seen as critical for success in a rapidly changing work environment and for building effective teams. Until recently, cognitive abilities were believed to be most important in education and work. However, there's been a shift towards recognizing the significance of non-cognitive skills like determination and personality traits such as conscientiousness. Research shows these traits predict various life outcomes, including workplace success, sometimes even more so than cognitive abilities. This shift is reflected in educational policies and employer preferences, emphasizing skills like communication, adaptability, teamwork, and professionalism (Kyllonen, 2013).

The need for L&D is to update and upskill the employees with the latest technical and technological developments. Although the workers are competent enough to do their jobs, they still require additional training and development in order to become more productive (Narasimhan & Ramanarayanan, 2014).

Learning Benefits and Outcomes

L&D initiatives play a pivotal role in enhancing skills acquisition among employees. Research suggests that organizations embracing a learning-oriented culture empower employees to continuously develop and integrate new knowledge and skills (Pistoia, 2022). In the IT sector, where skill relevance evolves rapidly, L&D interventions ensure employees remain adapt at emerging technologies and methodologies. Studies have shown a positive correlation between L&D programs and skill enhancement, leading to improved job performance and organizational productivity. (Lamberg-Karlovsky, 1976)

Influence of L&D on Job Satisfaction and Employee Development

Research shows that opportunities for employee development lead to increased job satisfaction, resulting in improved productivity and reduced turnover costs (Fletcher et al., 2018). Gazioglu and Tansel (2006) found that employees who receive job training are more satisfied than those who don't, emphasizing the importance of training in enhancing satisfaction (Latif, 2012). Similarly, studies in America and Canada highlight that training that enhances skills and capabilities is highly valued by potential job candidates (Community Banker, 2001).

While Herzberg (1968) viewed training as a hygiene factor, Rowold (2008) found that training is explicitly designed to enhance job satisfaction. Bedingham (1997) observed that training leads to behavioral changes on the job, resulting in improved productivity, satisfaction, reduced turnover, and increased willingness to accept organizational changes. (Latif, 2012)

Inadequate employee development initiatives can lead to dissatisfaction and turnover issues within organizations (Coetzer, 2006). Therefore, investing in employee development is essential for fostering job satisfaction and maintaining a motivated and committed workforce.

Organizational Strategies for L&D Implementation

Training need analysis is required for all sectors, many studies has defined it differently for the same term. The training need highlights the gap between the anticipated and actual results. Training identifies where we're not performing as expected at work. It's now seen as crucial for companies, but there's not enough focus on figuring out training needs for the whole organization. Understanding different cultures and how the company is changing is key. After training, getting feedback from employees is vital. There are various ways to figure out what training people need, like looking at tasks or skills. Doing a thorough check ensures the training fits with what the company needs. Figuring out training needs is the start of planning future training. People in charge of training are essential for this. But sometimes, there are problems like not looking at needs closely enough or just following

management trends, which can waste money (Rikku & Chakrabarty, 2013).

At the heart of effective L&D lies the alignment with organizational objectives, ensuring that training initiatives directly contribute to the advancement of strategic goals, thereby enhancing organizational performance and competitiveness (Tseng & McLean, 2008). Organizations often fail to communicate the objectives and benefits of training clearly to employees, assuming they already understand. This lack of clarity can hinder the effectiveness of training, as employees may not grasp the long-term benefits. Experts emphasize the importance of aligning training activities with desired objectives for success. Training objectives guide employee performance after training and provide a clear purpose for participation, ultimately motivating employees to engage effectively (Latif, 2012).

Furthermore, in practice this entails integrating L&D initiatives with garnering top management support, and adapting strategies through environmental scanning. Guiding frameworks, active involvement of line managers, and alignment with HRM activities further enhance effectiveness. Expanding the trainer role, recognizing organizational culture, and emphasizing evaluation are integral components.

Employee learning is critical to organisational success, since it improves performance, loyalty, and innovation. Both organisational and supervisor support are important in supporting employee learning, but there is a need for greater differentiation between the two types of support, as well as more qualitative study into employees' perceptions of organisational support for learning (Lancaster & Di Milia, 2014).

Employee Perspectives on L&D Initiatives

Learning & Development (L&D) initiatives are vital for enhancing employee skills, performance and job satisfactions. Understanding the factors shaping employees perceptions towards L&D is crucial for effective training strategies.

Factors Influencing Employee Engagement with L&D Programs

Manuel (2014) conducted research indicating a strong relationship between training and employee engagement. The study found that employees who received training felt valued and understood their importance to the organization, leading to increased engagement. Employees engage more when they perceive training align with their job roles and career aspirations. (Manuel, 2014).

Huang and Su (2016) conducted a study on job training's impact on employee job satisfaction and intention to stay with the organisation was studied. While job training was shown to improve attitudes and motivation towards work, its immediate impact on employee retention was unclear. Training positively influenced employee engagement and motivation but did not definitively affect retention (Huang & Su, 2016). Clear communication about training objectives and Benefits improves engagement.

Employee motivation, self-efficacy and learning orientation influence training effectiveness and outcomes. Organisation can enhance employees readiness for learning by fostering a supportive learning environment, providing access to resources and support systems, and encouraging a growth mindset among employees.

While these studies provide valuable insights into the relationship between L&D initiatives and employee engagement, further research is necessary to comprehensively understand the dynamics at play. Future studies could delve deeper into the long-term effects of training programs on employee retention and explore additional factors that contribute to sustained engagement with L&D initiatives. By addressing these gaps in knowledge, organizations can develop more effective strategies to foster continuous learning and enhance employee commitment and satisfaction.

1.6 RESEARCH GAPS

Despite the increasing recognition of the importance of Learning & Development (L&D) initiatives in fostering employee growth and organisational success, there exists a significant gap in the literature regarding the alignment between organisational efforts and

employee perspectives regarding L&D initiatives, particularly within the context of the IT sector.

While there is mention of various L&D techniques such as microlearning, blended learning, and immersive technologies like VR and AR, there is a lack of empirical evidence regarding their comparative effectiveness. Further research is needed to evaluate the efficacy of these techniques in different organizational contexts, considering factors such as learner engagement, knowledge retention, and skill acquisition. Addressing this gap can provide insights into the most effective approaches for designing and implementing L&D programs in the IT sector.

Although there is recognition of the importance of soft skills in today's work environment, there is limited exploration of effective strategies for integrating soft skills development into L&D programs. Research is needed to identify best practices for assessing, teaching, and evaluating soft skills within organizational training initiatives Addressing this gap can help organizations better prepare their employees for success in the rapidly changing IT industry by fostering a holistic approach to skill development.

1.7 RESEARCH QUESTIONS

   i. Is employee perceptions and preferences regarding L&D initiatives vary across different departments?
  ii. How does the effectiveness of L&D techniques help in enhancing employee engagement and skill acquisition vary across different departments levels at RSSPL?
 iii. How do different strategies for integrating soft skills development into L&D programs perform across various departments, job positions & experience levels at RSSPL?

1.8 RESEARCH OBJECTIVES

   i.To understand employee perceptions and preferences regarding Learning & Development (L&D) initiatives within the IT sector.

   ii.To compare the effectiveness of different L&D techniques, including microlearning, blended learning, and immersive technologies, in enhancing employee engagement and skill acquisition.

   iii.To identify strategies for integrating soft skills development into L&D programs within the IT sector.

1.9 RESEARCH METHODOLOGY

The research methodology for this study aims to explore the employee's perceptions, preferences and strategies for implementing Learning and development Initiatives at RSSPL. The study targets a specific sample of RSSPL employees from Goa branch, which has a large number of employees working currently in Goa. The data collection process includes both primary and secondary sources. The primary data is collected through a self-administered online survey questionnaire distributed via company's internal communication channels. The secondary data has been analyzed through a review of literature from past researchers.

The sampling technique will be used for this study is Census or Full Population Sampling, which is access to the entire population of interest (e.g., all employees within the organization). Conducting a census involves collecting data from every individual in the population, eliminating the need for sample size calculations. This method provides the most accurate representation of the population. With a sample size of 78 employees, the study aims to capture a diverse range of opinions and insights. According to Singh and Masuku using the entire population as a sample, known as a census, is ideal for small populations due to cost-effectiveness and elimination of sampling error, ensuring data

precision and inclusion of all individuals (Singh et al., 2011).

The constructs and measurements used in this study has been based on existing literatures and research in the field. The survey questionnaire employs Likert-scale and multiple-choice questions to gauge various aspects of employee attitudes and behaviors towards Learning and Development Initiatives.

The nature of this research is exploratory as to investigate the research questions that have not previously been studied in depth as per industry. The results of this study will contribute to the existing literature.

The time frame of this study is from 22nd January to 30th April 2024. Participants has been asked to complete an online survey during this time frame, which has taken approximately 5 minutes to complete. The data collection will be analysed using SPSS software with an appropriate statistical tool such as descriptive analysis, Relatability analysis, one-way ANOVA & Cross -tabulations to draw conclusions and make recommendations based on the findings. One-way ANOVA will allow for the comparison of means across different groups, providing insights into potential differences in employee preferences and L&D Techniques based on various factors.

We prioritize ethical considerations to ensure the well-being and rights of our participants. This includes obtaining informed consent, keeping their information confidential, and minimizing any potential risks or discomfort they may experience during the study. By following these ethical guidelines, we aim to conduct our research responsibly and with integrity.

1.10 DATA ANALYSIS AND RESULTS

Demographic factors

Departments

		Frequency	Percent	Valid Percent
Valid	IT Infrastructure	38	48.7	48.7
	Software	31	39.7	39.7
	Backoffice	9	11.5	11.5
	Total	78	100.0	100.0
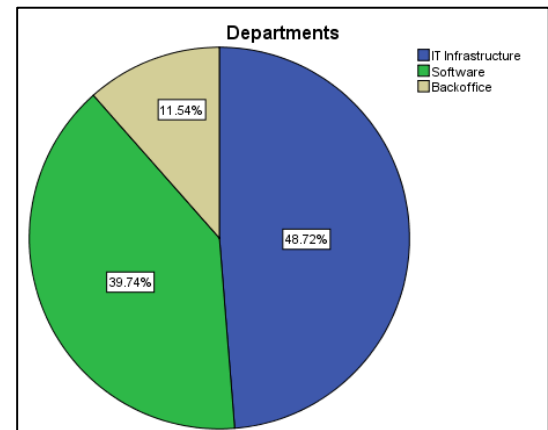
Current job Position

		Frequency	Percent	Valid Percent
Valid	Entry-level	23	29.5	29.5
	Mid-level	26	33.3	33.3
	Senior-level	18	23.1	23.1
	Managerial	8	10.3	10.3
	Executive	3	3.8	3.8
	Total	78	100.0	100.0
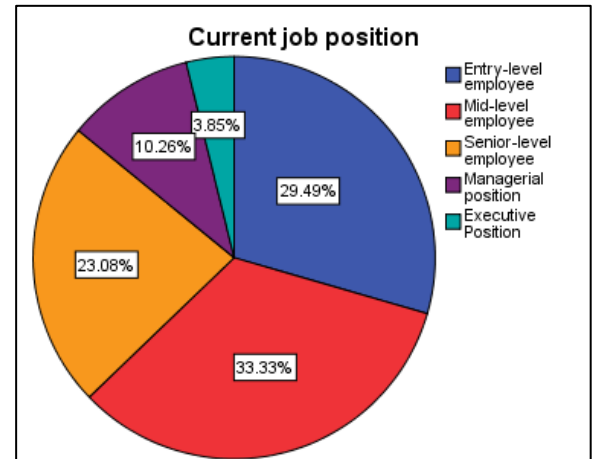
No. of years of experience

		Frequency	Percent	Valid Percent
Valid	Less than 1yr	18	23.1	23.1
	1-3 years	15	19.2	19.2
	4-6 years	15	19.2	19.2
	7-10 years	10	12.8	12.8
	More than 10yr	20	25.6	25.6
	Total	78	100.0	100.0
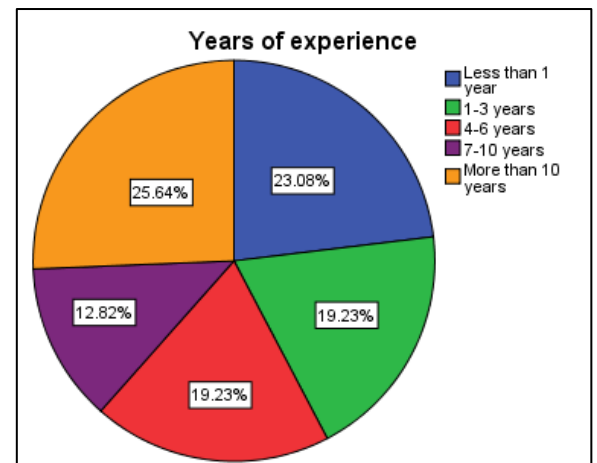
Interpretations-

For Department, the majority of employees (48.7%) are from the IT Infrastructure department, followed by the Software department (39.7%), with the Backoffice department having the fewest respondents (11.5%).

For Current Job Position, the distribution of job positions among employees varies, with mid-level positions being the most common (33.3%), followed by entry-level (29.5%), senior-level (23.1%), managerial (10.3%), and executive positions (3.8%).

For Number of Years of Experience, the distribution of years of experience among employees is varied, with the highest percentage being respondents with more than 10 years of experience (25.6%), followed by those with less than 1 year (23.1%), 1-3 years (19.2%), 4-6 years (19.2%), and 7-10 years (12.8%).

The IT Infrastructure and Software departments are the dominant areas represented in the survey. The majority of employees at RSSPL hold mid-level positions and have between 1 to 10 years of experience. A significant portion of employees have more than 10 years of experience, indicating a mix of seasoned professionals in the sample.

Reliability test

1) Employee perceptions regarding Learning & Development (L&D) initiatives

Case Processing Summary

		N	%
	Valid	78	100.0
Cases	Excluded[a]	0	.0
	Total	78	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.868	16

Cronbach's Alpha indicates the internal consistency or reliability of the scale used in your analysis. An alpha value above 0.7 is generally considered acceptable.

Item Statistics

	Mean	Std. Deviation	N
Need for training: Recognizing Training Needs for Enhanced Performance	4.37	.584	78
Recognizing the Need for Structured Training	4.35	.661	78
Readiness to change: I am open to embracing new L&D initiative and incorporating them into my work routine.	4.22	.658	78
I feel prepared to adapt to changes that may result from the implementation of L&D initiatives.	4.13	.632	78
I do not hesitate to tell my manager of a training need.	4.06	.843	78
Impact on Job Satisfaction: Participating in Training Programs will help me perform my job better.	4.23	.601	78
I believe that L&D initiatives would contribute to a more fulfilling work experience and sense of accomplishment	4.00	.897	78
Supervisors' support towards learning:			

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My Supervisor discusses my performance	3.90	.731	78
My Supervisor asks what I need to learn	3.90	.713	78
My Supervisor provides constructive feedback	4.03	.683	78
My Supervisor works with me to solve problems	4.17	.653	78
My supervisors provide on the job training	3.85	.898	78
Barriers to Participation:			
Time constraints	4.08	.864	78
Lack of resources	3.74	.859	78
Lack of support and guidance	3.40	.972	78
Interest/motivation issues	3.18	1.066	78

Interpretations-

The analysis underscores a prevailing receptiveness towards training and development initiatives for enhancing performance within the surveyed cohort. Respondents demonstrate a readiness to embrace new learning opportunities, anticipating positive impacts on job performance. Moreover, there is a consistent level of agreement, ranging from moderate to high, regarding the importance of supervisor support and feedback. While challenges such as time constraints, resource scarcity, and support/guidance issues are acknowledged, their significance varies among individuals. Overall, these findings offer valuable insights into the prevailing perceptions and attitudes towards training needs and performance enhancement, suggesting avenues for targeted interventions and organizational improvements.

2) **Employee preference regarding Learning & Development (L&D) initiatives**

Reliability Statistics

Cronbach's Alpha	N of Items

.731	18

Cronbach's Alpha is 0.731, indicating a moderate level of internal consistency for the scale used in your analysis. It is accepted and reliable.

Item Statistics

	Mean	Std. Deviation	N
Employee Engagement in L&D: Seeking Participation	4.31	.610	78
Engage in Designing L&D Programs	4.13	.727	78
Expectations:			
Skill enhancement	4.46	.574	78
Career Advancement	4.40	.610	78
Personal development	4.31	.631	78
Receiving recognition and reward	4.13	.762	78
Get support and guidance from manager and peers.	4.18	.734	78
Type of learning Methods:			
Workshops and seminars	3.83	.973	78
Online courses and e-learning modules	4.19	.913	78
Mentorship	4.13	.709	78
Webinars and virtual training	3.96	.889	78
Classroom training sessions	3.67	1.113	78
Cross functional training	3.88	.897	78
Conferences and industry events	3.90	.906	78
Job shadowing	4.04	.959	78
L&D Techniques:			
Microlearning	2.06	.873	78
Blended Learning	1.85	.823	78
Immersive Technologies	2.32	.933	78

Interpretations-

The analysis indicates that respondents generally exhibit high levels of engagement in seeking participation in L&D activities, with a high mean score and low standard deviation. Skill enhancement and career advancement are highly valued, reflected in their high mean scores. While receiving recognition and reward still maintains a positive perception, its slightly lower mean suggests room for improvement. Support and guidance from managers and peers are generally perceived positively. Regarding training modalities, respondents show varying levels of engagement, with traditional methods like workshops, online courses, and mentorship being more preferred compared to newer modalities like microlearning, blended learning, and immersive technologies, which have lower mean scores. Overall, employees are generally engaged in L&D activities and value skill enhancement and career advancement, appreciating support and guidance from managers and peers. However, opportunities exist to enhance recognition and reward systems, and encourage or improve upon the adoption of newer training modalities.

One-way ANOVA (Analysis of Variance)

3) Employees preference regarding Learning & Development (L&D) initiatives

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement in L&D: Seeking Participation	Between Groups	1.358	2	.679	1.868	.162
	Within Groups	27.258	75	.363		
	Total	28.615	77			
Engage in Designing L&D Programs	Between Groups	2.475	2	1.238	2.427	.095
	Within Groups	38.243	75	.510		
	Total	40.718	77			
Expectations: Skill enhancement	Between Groups	.011	2	.006	.017	.983
	Within Groups	25.373	75	.338		
	Total	25.385	77			
Career Advancement	Between Groups	.061	2	.031	.081	.923
	Within Groups	28.618	75	.382		

	Total	28.679	77			
Personal development	Between Groups	.018	2	.009	.022	.978
	Within Groups	30.598	75	.408		
	Total	30.615	77			
Receiving recognition and reward	Between Groups	.298	2	.149	.251	.778
	Within Groups	44.420	75	.592		
	Total	44.718	77			
Get support and guidance from manager and peers.	Between Groups	.126	2	.063	.115	.892
	Within Groups	41.361	75	.551		
	Total	41.487	77			
Type of learning Methods:						
Workshops and seminars	Between Groups	3.900	2	1.950	2.121	.127
	Within Groups	68.934	75	.919		
	Total	72.833	77			
Online courses and e-learning modules	Between Groups	.050	2	.025	.030	.971
	Within Groups	64.065	75	.854		
	Total	64.115	77			
Mentorship	Between Groups	.227	2	.114	.221	.802
	Within Groups	38.491	75	.513		
	Total	38.718	77			
Webinars and virtual training	Between Groups	1.136	2	.568	.713	.494
	Within Groups	59.749	75	.797		
	Total	60.885	77			
Classroom training sessions	Between Groups	5.006	2	2.503	2.078	.132
	Within Groups	90.328	75	1.204		
	Total	95.333	77			
Cross functional training	Between Groups	1.408	2	.704	.872	.422
	Within Groups	60.554	75	.807		
	Total	61.962	77			
Conferences and industry events	Between Groups	1.441	2	.721	.876	.421
	Within Groups	61.738	75	.823		
	Total	63.179	77			
Job shadowing	Between Groups	2.375	2	1.188	1.300	.279
	Within Groups	68.509	75	.913		
	Total	70.885	77			

Interpretations-

In summary, the ANOVA results suggest that across various aspects of L&D initiatives, there are no significant differences in preferences between different groups of RSSPL departments. The employees' preferences regarding various aspects of Learning & Development (L&D) initiatives are similar across different departments. This means that regardless of factors like, department, employees tend to have comparable preferences when it comes to engaging in L&D activities such as workshops, seminars, online courses, mentorship, and more.

4) Compare the effectiveness of different L&D techniques with Departments with ANOVA

<table>
<tr><td colspan="7" align="center">ANOVA</td></tr>
<tr><td></td><td></td><td>Sum of Squares</td><td>df</td><td>Mean Square</td><td>F</td><td>Sig.</td></tr>
<tr><td rowspan="3">Microlearning</td><td>Between Groups</td><td>3.587</td><td>2</td><td>1.793</td><td>2.441</td><td>.094</td></tr>
<tr><td>Within Groups</td><td>55.093</td><td>75</td><td>.735</td><td></td><td></td></tr>
<tr><td>Total</td><td>58.679</td><td>77</td><td></td><td></td><td></td></tr>
<tr><td rowspan="3">Blended Learning</td><td>Between Groups</td><td>.929</td><td>2</td><td>.464</td><td>.680</td><td>.510</td></tr>
<tr><td>Within Groups</td><td>51.225</td><td>75</td><td>.683</td><td></td><td></td></tr>
<tr><td>Total</td><td>52.154</td><td>77</td><td></td><td></td><td></td></tr>
<tr><td rowspan="3">Immersive Technologies</td><td>Between Groups</td><td>1.374</td><td>2</td><td>.687</td><td>.785</td><td>.460</td></tr>
<tr><td>Within Groups</td><td>65.613</td><td>75</td><td>.875</td><td></td><td></td></tr>
<tr><td>Total</td><td>66.987</td><td>77</td><td></td><td></td><td></td></tr>
</table>

Interpretation-

The analysis reveals that there are no significant differences in the effectiveness of microlearning, blended learning, and immersive technologies across different departments and experience levels at RSSPL, as indicated by p-values of 0.094, 0.510, and 0.460 respectively, all exceeding the conventional significance level of 0.05. Consequently, the organization can implement any of these L&D techniques across departments and

experience levels with similar expected outcomes in terms of enhancing employee engagement and skill acquisition.

Crosstabulation for integrating soft skills development

I) Communications

		Departments			
		IT Infrastructure	Software	Backoffice	Total
I struggle to convey technical concepts to others.	Strongly Disagree	3	7	0	10
	Disagree	13	5	0	18
	Neutral	6	11	5	22
	Agree	11	7	3	21
	Agree	5	1	1	7
I listen and understand the needs of others	Neutral	2	7	2	11
	Agree	25	14	4	43
	Agree	11	10	3	24
I effectively influence others with my ideas	Disagree	1	2	0	3
	Neutral	15	12	3	30
	Agree	14	12	4	30
	Agree	8	5	2	15
Total		38	31	9	78

		Current job position					
		Entry-level employee	Mid-level employee	Senior-level employee	Managerial position	Executive Position	Total
I struggle to convey technical concepts to others.	Strongly Disagree	2	3	2	3	0	10
	Disagree	4	7	5	2	0	18
	Neutral	8	5	6	2	1	22
	Agree	7	10	3	0	1	21
	Agree	2	1	2	1	1	7
I listen and understand the needs of others	Neutral	2	6	3	0	0	11
	Agree	16	13	10	3	1	43
	Agree	5	7	5	5	2	24
I effectively influence others with my ideas	Disagree	2	1	0	0	0	3
	Neutral	9	14	6	1	0	30
	Agree	7	8	10	4	1	30
	Agree	5	3	2	3	2	15
Total		23	26	18	8	3	78

		Years of experience					
		Less than 1 year	**1-3 years**	**4-6 years**	**7-10 years**	**More than 10 years**	**Total**
I struggle to convey technical concepts to others.	**Strongly Disagree**	0	3	4	0	3	10
	Disagree	5	2	2	4	5	18
	Neutral	6	4	5	1	6	22
	Agree	5	5	4	4	3	21
	Agree	2	1	0	1	3	7
I listen and understand the needs of others	**Neutral**	2	2	5	0	2	11
	Agree	12	10	5	7	9	43
	Agree	4	3	5	3	9	24
I effectively influence others with my ideas	**Disagree**	2	1	0	0	0	3
	Neutral	7	7	7	4	5	30
	Agree	6	4	7	4	9	30
	Agree	3	3	1	2	6	15
Total		**18**	**15**	**15**	**10**	**20**	**78**

Interpretations-

The crosstab analysis reveals several insights into the relationship between the importance of soft skills, particularly communication, and various demographic factors at RSSPL. Employees in the IT Infrastructure department appear to face challenges in conveying technical concepts, with higher counts in "Disagree" and "Neutral" categories, while Software department employees tend to excel in effectively listening and understanding others' needs, indicated by higher counts in the "Agree" category. Regarding current job position, entry-level employees show higher counts in the "Neutral" category for struggling with technical concepts, whereas mid-level and senior-level employees demonstrate proficiency in understanding others' needs, with higher counts in the "Agree" category. Additionally, employees with less than 1 year of experience struggle more with technical concepts, whereas those with 7-10 years of experience excel in effectively influencing others with their ideas. Overall, there's a trend suggesting that as employees progress in their careers and accumulate experience, they tend to improve certain communication skills, although the ability to convey technical concepts varies more based on department and current job position.

II) Creativity

		Departments			
		IT Infrastructure	Software	Backoffice	Total
a) I often come up with new and innovative ideas	Strongly Disagree	0	1	0	1
	Neutral	13	11	1	25
	Agree	16	12	7	35
	Agree	9	7	1	17
b) I creativity approach and solve technical problems	Disagree	0	0	1	1
	Neutral	8	9	1	18
	Agree	21	15	6	42
	Agree	9	7	1	17
Total		38	31	9	78

		Current job position					
		Entry-level employee	Mid-level employee	Senior-level employee	Managerial position	Executive Position	Total
I often come up with new and innovative ideas	Strongly Disagree	0	1	0	0	0	1
	Neutral	10	8	4	3	0	25
	Agree	8	15	9	2	1	35
	Agree	5	2	5	3	2	17
Total		23	26	18	8	3	78
b) I creativity approach and solve technical problems	Disagree	0	1	0	0	0	1
	Neutral	8	4	3	3	0	18
	Agree	10	16	13	2	1	42
	Agree	5	5	2	3	2	17
Total		23	26	18	8	3	78

		Years of experience					
		Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years	Total
I often come up with new and innovative ideas	Strongly Disagree	0	1	0	0	0	1
	Neutral	6	7	5	2	5	25
	Agree	6	6	10	5	8	35
	Agree	6	1	0	3	7	17
b) I creativity approach and solve technical problems	Disagree	0	0	0	0	1	1
	Neutral	6	5	3	2	2	18
	Agree	8	6	10	6	12	42

	Agree	4	4	2	2	5	17
Total		**18**	**15**	**15**	**10**	**20**	**78**

Interpretations-

Across departments, Software department employees exhibit a greater propensity for generating innovative ideas, while IT Infrastructure department employees demonstrate a more balanced approach to creative problem-solving. Regarding current job position, mid-level employees show a higher inclination towards both generating new ideas and creatively addressing technical challenges, whereas entry-level employees appear to be in a developmental phase for these skills. In terms of experience, individuals with 4-6 years of experience display the highest agreement with regards to creativity, suggesting a potential peak in creative abilities during this tenure. However, employees with over 10 years of experience also exhibit sustained creativity.

Overall, there seems to be a trend where mid-level employees and those with moderate levels of experience demonstrate higher levels of creativity, both in generating new ideas and approaching technical problems creatively. This suggests that experience plays a role in nurturing and developing creative abilities.

III) Managing other & Teamwork

		Departments			
		IT Infrastructure	Software	Backoffice	Total
1) I ability to assign tasks and responsibilities to others	**Strongly Disagree**	0	1	0	1
	Neutral	6	9	1	16
	Agree	23	15	5	43
	Agree	9	6	3	18
2) I work with others to achieve common goals	**Neutral**	4	3	0	7
	Agree	13	16	6	35
	Agree	21	12	3	36
3) I cooperate for the success of the team.	**Disagree**	0	1	0	1
	Neutral	3	0	0	3
	Agree	15	18	6	39
	Agree	20	12	3	35
	Disagree	0	2	0	2

4) I support my team members' ideas and efforts	Neutral	0	1	0	1
	Agree	16	16	6	38
	Agree	22	12	3	37
Total		38	31	9	78

		Current job position					
		Entry-level employee	Mid-level employee	Senior-level employee	Managerial position	Executive Position	Total
1) I ability to assign tasks and responsibilities to others	Strongly Disagree	0	1	0	0	0	1
	Neutral	7	5	4	0	0	16
	Agree	13	14	11	4	1	43
	Agree	3	6	3	4	2	18
2) I work with others to achieve common goals	Neutral	5	1	1	0	0	7
	Agree	10	10	10	4	1	35
	Agree	8	15	7	4	2	36
3) I cooperate for the success of the team.	Disagree	0	1	0	0	0	1
	Neutral	3	0	0	0	0	3
	Agree	13	10	11	4	1	39
	Agree	7	15	7	4	2	35
4) I support my team members' ideas and efforts	Disagree	1	1	0	0	0	2
	Neutral	1	0	0	0	0	1
	Agree	14	9	10	4	1	38
	Agree	7	16	8	4	2	37
Total		23	26	18	8	3	78

		Years of experience					
		Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years	Total
1) I ability to assign tasks and responsibilities to others	Strongly Disagree	0	1	0	0	0	1
	Neutral	5	5	1	2	3	16
	Agree	10	8	11	6	8	43
	Agree	3	1	3	2	9	18
2) I work with others to achieve common goals	Neutral	4	2	1	0	0	7
	Agree	6	6	10	5	8	35
	Agree	8	7	4	5	12	36
3) I cooperate for the success of the team.	Disagree	0	1	0	0	0	1
	Neutral	3	0	0	0	0	3
	Agree	8	8	10	6	7	39
	Agree	7	6	5	4	13	35
	Disagree	1	1	0	0	0	2

		IT Infrastructure	Software	Backoffice			Total
4) I support my team members' ideas and efforts	**Neutral**	1	0	0	0	0	1
	Agree	11	6	10	5	6	38
	Agree	5	8	5	5	14	37
Total		**18**	**15**	**15**	**10**	**20**	**78**

Interpretations-

The analysis indicates notable trends regarding managing others and teamwork across departments, current job positions, and years of experience at RSSPL. Employees in the IT Infrastructure department demonstrate a propensity for assigning tasks and responsibilities, with a similar trend observed among Software department employees. Senior-level employees display higher agreement with teamwork-related statements, indicating increased involvement and cooperation, whereas entry-level employees exhibit more variability, possibly reflecting their learning phase in teamwork dynamics. Additionally, employees with 4-6 years of experience show the highest agreement in assigning tasks and responsibilities, suggesting confidence and proficiency in this aspect. Overall, there's a positive correlation between higher job positions and years of experience with increased agreement towards managing others and teamwork statements, implying that as employees progress in their careers and gain experience, they become more adapt at tasks like assigning responsibilities, collaborating for common goals, cooperating for team success, and supporting team members' efforts.

IV) Adaptability -

		Departments			
		IT Infrastructure	**Software**	**Backoffice**	**Total**
1) I have ability to adapt to changes in technology or project requirements	**Disagree**	0	1	0	1
	Neutral	1	1	1	3
	Agree	21	21	6	48
	Agree	16	8	2	26
2) I am open-minded to new ideas and ways of working	**Disagree**	1	0	0	1
	Neutral	0	2	1	3
	Agree	20	18	6	44
	Agree	17	11	2	30
Total		**38**	**31**	**9**	**78**

		Current job position					
		Entry-level employee	Mid-level employee	Senior-level employee	Managerial position	Executive Position	Total
1) I have ability to adapt to changes in technology or project requirements	Disagree	0	1	0	0	0	1
	Neutral	2	1	0	0	0	3
	Agree	13	16	13	4	2	48
	Agree	8	8	5	4	1	26
2) I am open-minded to new ideas and ways of working	Disagree	1	0	0	0	0	1
	Neutral	1	2	0	0	0	3
	Agree	13	14	10	5	2	44
	Agree	8	10	8	3	1	30
Total		23	26	18	8	3	78

		Years of experience					
		Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years	Total
1) I have ability to adapt to changes in technology or project requirements	Disagree	0	1	0	0	0	1
	Neutral	2	0	0	0	1	3
	Agree	9	9	13	8	9	48
	Agree	7	5	2	2	10	26
2) I am open-minded to new ideas and ways of working	Disagree	1	0	0	0	0	1
	Neutral	1	1	0	0	1	3
	Agree	9	7	11	7	10	44
	Agree	7	7	4	3	9	30
Total		18	15	15	10	20	78

Interpretations-

The analysis reveals a consistent pattern of high adaptability among employees across departments, current job positions, and years of experience at RSSPL. Regardless of department, employees generally exhibit a strong ability to adapt to changes in technology or project requirements, with higher counts in the "Agree" category. Both senior-level and mid-level employees show the highest agreement with adaptability statements, indicating openness to new ideas and flexibility in response to change. Entry-level employees also demonstrate significant agreement, suggesting adaptability even at the start of their careers. Across different experience ranges, employees with 1-3 years and 4-6 years of experience consistently exhibit high adaptability. Even employees with over 10 years of experience

show a strong inclination towards adaptability, suggesting that experience does not hinder their ability to embrace change. Overall, adaptability emerges as a prevalent and universal trait across all levels of experience and job positions within the organization, indicating a culture conducive to flexibility and openness to new ways of working.

V) **Time management -**

		Departments			
		IT Infrastructure	Software	Backoffice	Total
I effectively plan and organize my tasks and deadlines	Disagree	0	4	0	4
	Neutral	4	2	0	6
	Agree	22	15	6	43
	Agree	12	10	3	25
2) I have the ability to prioritize tasks based on their importance and urgency	Neutral	2	4	0	6
	Agree	23	15	6	44
	Agree	13	12	3	28
3) I efficiently use my time to accomplish tasks	Strongly Disagree	0	1	0	1
	Disagree	0	1	0	1
	Neutral	3	3	0	6
	Agree	23	16	6	45
	Agree	12	10	3	25
Total		38	31	9	78

		Current job position					
		Entry-level employee	Mid-level employee	Senior-level employee	Managerial position	Executive Position	Total
1) I effectively plan and organize my tasks and deadlines	Disagree	1	2	1	0	0	4
	Neutral	5	1	0	0	0	6
	Agree	9	16	12	4	2	43
	Agree	8	7	5	4	1	25
2) I have the ability to prioritize tasks based on their importance and urgency	Neutral	2	3	1	0	0	6
	Agree	12	13	13	4	2	44
	Agree	9	10	4	4	1	28
3) I efficiently use my time to accomplish tasks	Strongly Disagree	0	1	0	0	0	1
	Disagree	0	0	1	0	0	1
	Neutral	1	3	1	1	0	6
	Agree	14	16	10	3	2	45
	Agree	8	6	6	4	1	25
Total		23	26	18	8	3	78

		Years of experience					
		Less than 1 year	1-3 years	4-6 years	7-10 years	More than 10 years	Total
1) I effectively plan and organize my tasks and deadlines	Disagree	1	2	1	0	0	4
	Neutral	5	0	0	1	0	6
	Agree	5	10	10	7	11	43
	Agree	7	3	4	2	9	25
Total		18	15	15	10	20	78
2) I have the ability to prioritize tasks based on their importance and urgency	Neutral	2	1	3	0	0	6
	Agree	6	9	9	8	12	44
	Agree	10	5	3	2	8	28
Total		18	15	15	10	20	78
3) I efficiently use my time to accomplish tasks	Strongly Disagree	0	1	0	0	0	1
	Disagree	0	0	1	0	0	1
	Neutral	1	1	4	0	0	6
	Agree	10	10	7	7	11	45
	Agree	7	3	3	3	9	25
Total		18	15	15	10	20	78

Interpretations-

The analysis highlights a consistent pattern of effective time management skills among employees across departments, current job positions, and years of experience at RSSPL. Employees in all departments generally demonstrate a high level of effectiveness in planning and organizing tasks and deadlines, with a balanced distribution indicating the universal value of time management skills. Mid-level and senior-level employees exhibit the highest proficiency in time management, followed closely by entry-level employees who also show competency, albeit with some room for improvement. Moreover, employees with over 10 years of experience consistently display strong time management skills, indicating sustained proficiency over years of service, while those with 1-3 years of experience also demonstrate proficiency. This overall pattern underscores the organization's culture of valuing and fostering effective time management skills across all levels of experience and job positions, emphasizing the importance of planning, prioritizing tasks, and efficiently utilizing time resources to accomplish objectives.

1.11 RESEARCH FINDINGS AND DISCUSSION

The analysis delves into several key aspects of employee perceptions and preferences regarding Learning & Development (L&D) initiatives, alongside demographic factors and skills assessments at RSSPL. Firstly, examining demographic factors revealed a dominance of IT Infrastructure employees, predominantly mid-level staff, and a significant representation of individuals with over 10 years of experience.

Moving on, the reliability test showcased a commendable internal consistency for the scale used in the L&D analysis, indicating robustness in measuring employee perceptions and preferences. Employees are receptive to training that enhances performance, actively seek participation in L&D, prioritize skill development and career advancement, value supervisor support, and prefer traditional training methods like workshops, online courses & mentorship is preferred, while newer modalities like microlearning require further promotion and engagement, with recognition and reward systems also holding potential for improvement.

The one-way ANOVA analyses on L&D techniques revealed no significant differences in effectiveness across departments or experience levels, suggesting flexibility in implementing these techniques- Microlearning, Blended learning and Immersive technologies such as AR, VR etc.

The crosstab analysis of soft skills revealed interesting trends across departments, job positions, and experience levels. Communication skills are strongest within the Software department, particularly in listening and understanding others' needs. However, the IT Infrastructure department might benefit from improvement in conveying technical concepts clearly. Mid-level employees demonstrate the strongest overall communication abilities, while employees with 4-6 years of experience show the highest confidence in their communication skills.

Creativity shows a similar pattern, with Software developers exhibiting a greater

tendency towards generating innovative ideas, while IT Infrastructure focuses more on creative problem-solving approaches. Once again, mid-level employees show the highest inclination towards both aspects of creativity. Interestingly, individuals with 4-6 years of experience display the highest agreement regarding their creativity, suggesting a potential peak during this period in their career.

While all departments demonstrate strong agreement on cooperation and teamwork, software developers have a higher propensity for assigning tasks. Senior-level employees show the strongest alignment with teamwork statements, while mid-level employees exhibit high confidence in managing others. Notably, employees with 4-6 years of experience show the highest agreement in assigning tasks, suggesting increased confidence with experience. Additionally, a positive correlation exists between higher positions and experience with stronger teamwork skills.

Adaptability is a consistent strength across the board, with employees at all levels demonstrating a strong ability to adapt to changes. Both senior and mid-level employees show the highest agreement with adaptability statements, while experience levels show no significant impact.

Time management skills are also strong across departments and experience levels. Employees demonstrate effectiveness in planning, organizing tasks, and prioritizing based on urgency. Mid-level and senior-level employees exhibit the highest proficiency in time management, while those with over 10 years of experience consistently display the strongest skills. However, even employees with 1-3 years of experience show good proficiency in time management.

In summation, these findings underscore a positive organizational culture at RSSPL, characterized by strong adaptability, teamwork, communication, creativity, and time management skills across diverse employee demographics. Such insights can guide HR strategies and L&D initiatives to further bolster employee engagement and performance within the organization.

1.12 CONCLUSION

Understanding Employee Perceptions and Preferences: The reliability test conducted on employee perceptions and preferences regarding Learning & Development (L&D) initiatives within the IT sector underscores our commitment to comprehensively understand the workforce dynamics. By ensuring high internal consistency in the data, we establish a solid foundation for informed decision-making and targeted interventions to meet employee needs and expectations. The ANOVA results indicate no significant differences in employees' preferences for Learning & Development initiatives across different groups. This suggests organizations can adopt a standardized approach to L&D programs, catering to shared goals such as professional development and skill enhancement rather than tailoring initiatives extensively to different groups. Overall, prioritizing initiatives that appeal to the majority can streamline efforts and foster employee growth and engagement universally.

Comparing Effectiveness of L&D Techniques: Through ANOVA analysis, we systematically compared the effectiveness of various L&D techniques, including microlearning, blended learning, and immersive technologies, in enhancing employee engagement and skill acquisition. The RSSPL can implement any of these techniques across departments and experience levels with similar expected outcomes in terms of enhancing employee engagement and skill acquisition, as indicated by the ANOVA analysis. This finding underscores the universality of these L&D techniques and supports their widespread adoption within the organization, regardless of departmental or experiential differences among employees. Such a strategic approach ensures equitable access to effective learning methodologies, fostering a culture of continuous development and maximizing the impact of L&D investments across the entire workforce.

Identifying Soft Skills Development Strategies: Crosstab analyses enabled us to identify strategies for integrating soft skills development into L&D programs within the IT sector. By uncovering variances in communication, creativity, managing others & teamwork, adaptability, and time management across departments, job position and experience levels,

this fosters a thriving workforce by encouraging cross-departmental collaboration, promoting continuous learning and providing leadership support and employee recognition. This can equipped to design targeted interventions that address specific skill gaps and foster a well-rounded workforce capable of thriving in today's dynamic business environment.

By directly addressing these objectives, our findings provide actionable insights that not only inform the design and implementation of L&D initiatives but also contribute to the overarching goal of enhancing employee performance, satisfaction, and organizational effectiveness within the IT sector.

In conclusion, the findings provide a roadmap for strategic talent development initiatives that align with the organization's goals and foster a culture of continuous learning and improvement. By capitalizing on strengths and addressing areas for development, the organization can position itself for long-term success in a dynamic and competitive landscape.

1.13 <u>MANAGERIAL IMPLICATIONS</u>

Standardization of L&D Programs: Given the high internal consistency revealed by the reliability test and the lack of significant differences in preferences for L&D initiatives across different departments, organizations can consider adopting a standardized approach to L&D programs. This approach ensures that efforts are streamlined and resources are efficiently utilized, focusing on initiatives that cater to the majority while still meeting the diverse needs of employees.

Universal Adoption of L&D Techniques: The ANOVA analysis indicates that various L&D techniques, such as microlearning, blended learning, and immersive technologies, are equally effective across departments and experience levels. This finding suggests that organizations can implement any of these techniques universally, maximizing their impact on employee engagement and skill acquisition without the need for extensive customization.

Targeted Soft Skills Development: Crosstab analyses have identified specific soft skills gaps across departments and experience levels, including communication, creativity, managing others & teamwork, adaptability, and time management. HR strategies should focus on designing targeted interventions to address these skill gaps through tailored L&D programs. This Employee analysis reveals opportunities to cultivate a thriving workforce. Communication gaps in IT Infrastructure can be addressed through training that simplifies technical jargon and emphasizes active listening. Software developers' communication strengths can be leveraged through mentorship and workshops. Entry-level employees can be supported with mentorship and opportunities to explain technical concepts. Tailoring training programs to specific departments and experience levels ensures targeted skill development.

Fostering cross-departmental collaboration between software developers and IT Infrastructure capitalizes on their complementary strengths in creative problem-solving and innovative thinking. Mid-level employees with high creative potential can be further challenged through assignments, resources, and participation in creative initiatives. Mentorship and engaging exercises can guide entry-level employees in their creative development. Recognizing peak creativity in employees with 4-6 years of experience through leadership roles and idea-sharing opportunities maximizes this valuable asset. Continuous learning and development programs ensure sustained creativity throughout careers.

Encouraging delegation and providing training on effective techniques strengthens teamwork within departments. Senior employees can be leveraged as mentors to cultivate a collaborative and supportive environment. Collaborative projects, team-building activities, and communication exercises equip entry-level employees with teamwork skills. Entrusting employees with 4-6 years of experience with complex projects and leadership roles further enhances teamwork. Training focused on communication, conflict resolution, and leadership development strengthens teamwork across all levels.

A culture of adaptability is fostered through continuous learning, agile methodologies, and open communication. Providing opportunities for new skill development, encouraging experimentation, and gathering feedback through regular sessions ensures continuous improvement. Clear onboarding, mentorship, and gradually increasing task complexity support new employees in adapting to the organization. Recognizing and rewarding exceptional adaptability reinforces this valuable trait.

Emphasizing the importance of time management, providing resources and tools, and recognizing exceptional time management skills reinforces a positive organizational culture. Workshops on advanced techniques and open communication about challenges encourage continuous improvement. Catering training to different experience levels, with a focus on foundational skills for entry-level and advanced strategies for mid-level and senior employees, ensures optimal time management throughout the organization. By implementing these strategies, organizations can address skill gaps, cultivate a thriving workforce, and ultimately achieve increased productivity and organizational success.

Continuous Monitoring and Evaluation: It's essential for organizations to establish mechanisms for continuous monitoring and evaluation of L&D initiatives' effectiveness. This can involve feedback mechanisms, post-training assessments, and regular performance evaluations to gauge the impact of interventions on employee development and organizational outcomes. By collecting data on key metrics, HR can identify areas for improvement and refine L&D strategies accordingly.

By implementing these managerial implications, organizations can leverage the research findings to optimize their talent development strategies, enhance employee engagement and performance, and ultimately achieve long-term success in a dynamic and competitive business environment.

2. **TASKS HANDLED**

As a HR Intern, I'm committed to supporting their recruitment across various stages of the hiring process. This role provides invaluable hands-on experience in talent acquisition, allowing me to delve into key concepts like recruitment strategies, candidate sourcing, screening, and engagement.

- Assist in sourcing candidates through various channels such as job boards, professional networks, and university partnerships.
- Review resumes and applications to evaluate candidate qualifications against job requirements. Conduct initial screening calls to assess candidate suitability and interest.
- Schedule interviews and coordinate logistics for candidates and interviewers. Ensure a smooth and professional interview experience for all parties involved.
- Communicate with candidates regarding interview schedules, feedback, and next steps in the recruitment process. Provide timely updates and maintain candidate engagement.
- Maintain accurate and up-to-date candidate records in the google sheet track recruitment metrics and generate reports as needed.
- Worked for Campus recruitment drive for 2 engineering college- PPC & AITD.
- Coordinating scheduled, preparing material, communicating with candidates and assisting with interview & following up with the candidates after the drive providing with feedback or any guidance needed.
- Updated the daily attendance and leave management system records for employees.

3. <u>LEARNINGS</u>

During internship and preparation of this report, there were lots of cases to be learnt, lived and solved. Among different functional and administrative things. Some of the valuable lessons learnt during internship were:

1. Patience

In the HR domain, patience is indispensable. Dealing with various stakeholders, including employees and management, requires a calm and composed demeanor. During my internship, I realized the significance of patience in addressing concerns, resolving conflicts, and building trust among team members and getting approvals from everyone to fill my Project survey. So as a trainee I got to know patience is the key skilled to be owned.

2. Critical Thinking

This Research project has honed my ability to anlyse information's critically, evaluating sources and evidence to form well-reasoned conclusion.

3. Good Communicator

As an HR Intern, Communication is the key to success in a professional environment. I learned that it's important to communicate with their existing employees and new applicants via phone, email, Microsoft Teams meetings. If I have questions or if I don't know how to work on a task. Asking for help and clarification is better than pretending you've understood what you need to do, no matter what.

4. Enthusiasm is invaluable

As an intern, I discovered it's essential to be enthusiastic and open to learning new skills, asking for more work and being curious to learn and ask questions.

5. People Oriented

During the intern phase I understood that it is essential for HR Department to be people-oriented mindset. Understanding and catering to the needs of employees and stakeholders is crucial in HR.

6. Go-Getter Attitude

It pays to be optimistic in recruitment process. I need to have a go-getter attitude for the best results which I got from mine intern period. Don't expect results every time. Remember failures are the stepping stones to success. One must learn from his previous mistakes and move on. Don't take failures to heart.

7. Sense of Commitment

During Intern phase I got to know about the sense of commitment. It's not just about showing up; it's about wholeheartedly dedicating oneself to the tasks at hand. So sense of commitment is other skill I have learnt in the process.

8. Interpersonal skills

During the internship, I was able to improve myself and able to interact with people. Not only this I was able to learn self-management and accountability skills.

9. Accurate at work

During internship period I understood the importance to be accurate at work because it reduces errors, increases processing speed and improves concentration at work.

10. Attention to detail

Conducting this research project demands a keen eye for detail, ensuring accuracy and reliability in my work

11. Ethical Considerations

Engaging in research raises awareness of ethical issues such as plagiarism, bias, and confidentiality, encouraging ethical decision making

4. <u>CHALLENGES</u>

As an HR intern, I've found myself facing several challenges that have tested my abilities and pushed me to grow in my role.

1. Limited Experience: Starting out as an HR intern, I realized quickly that theory doesn't always translate seamlessly into practice. With limited practical experience, I've had to learn on the job, adapting to new situations and tasks as they arise.

2. Complexity of HR Functions: HR encompasses a wide range of responsibilities, from recruitment to employee relations and beyond. Balancing these diverse tasks while ensuring accuracy and efficiency has been a significant challenge, especially when deadlines are tight. (mostly during audit)

3. Confidentiality Concerns: Handling sensitive employee information has been a responsibility that I've had to approach with caution and integrity. Maintaining confidentiality while still being transparent with stakeholders has required careful judgment and discretion.

4. Feedback and Criticism: Receiving feedback and criticism graciously has been a challenge for me personally. Learning to accept feedback constructively and use it to improve my performance has been a key area of growth for me as an intern.

5. Networking and Building Relationships: Building a professional network and fostering relationships with colleagues and mentors has been intimidating at times. Stepping out of my comfort zone, initiating conversations, and building genuine connections has been a continuous learning process.

6. Negotiation and convincing skills- As an HR intern, learning to negotiate and convince others has been tough. It means finding the right balance between being firm and understanding, especially when dealing with different opinions or more experienced people. But I know these skills are super important for making positive changes in the

company, so I'm working hard to get better at them every day.

Despite these challenges, I embrace each obstacle as an opportunity for growth. By approaching each challenge with resilience, determination, and a willingness to learn, I've been able to overcome obstacles and grow in my role as an HR intern.

APPENDIX I- QUESTIONNAIRE

I am Surabhi Kauthankar, Final year student at Goa Business School, Goa University studying MBA-HR and presently doing my internship research project on "Implementation of Learning & Development (L&D) Initiatives at RSSPL".
I request you to fill in the questionnaire below and assure you that the data generated shall be kept confidential. I would be obliged if you cooperate with me in filling the questionnaire.

Rate the scale of 1 to 5 where 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree. Please (✔)

1. **Employee Engagement and Involvement in Learning and Development Programs (L&D)**

	1	2	3	4	5
I am interested in participating in L&D activities/programs provided by the company.					
I would like to be involved in shaping the design and content of potential learning and development programs.					

2. Perceived need for Training
Please indicate your level of agreement with the following statement.

	1	2	3	4	5
I believe that implementing L&D Initiatives would address existing skill gaps and improve job performance.					
I feel that there is a need for structured training programs to support professional development within the company.					

3. Expectations From L&D initiatives- I expect that L&D initiatives would provide opportunities for (Margareth, 2017)
Please indicate your level of agreement with the following statement.

	1	2	3	4	5
Skill enhancement					
Career Advancement					
Personal development					
Receiving recognition and reward for progress and achievements.					
Get support and guidance from manager and peers.					

4. Readiness for change (Margareth, 2017)

Please indicate your level of agreement with the following statement.

	1	2	3	4	5
I am open to embracing new L&D initiative and incorporating them into my work routine.					
I feel prepared to adapt to changes that may result from the implementation of L&D initiatives.					
I do not hesitate to tell my manager of a training need.					

5. Perceived Impact on Job Satisfaction
Please indicate your level of agreement with the following statement.

	1	2	3	4	5
Participating in Training Programs will help me perform my job better.					
I believe that L&D initiatives would contribute to a more fulfilling work experience and sense of accomplishment					

6. Supervisors' proximate support for learning (Coetzer, 2007)
Please indicate your level of agreement with the following statement

	1	2	3	4	5
My Supervisor discusses my performance					
My Supervisor asks what I need to learn					
My Supervisor provides constructive feedback					
My Supervisor works with me to solve problems					
My supervisors provide on the job training					

7. Preference of Learning Methods
Please rate the following learning methods in terms of preference for an L&D system:

	1	2	3	4	5
Workshops and seminars					
Online courses and e-learning modules					
Mentorship					
Webinars and virtual training					
Classroom training sessions					
Cross functional training					
Conferences and industry events					
Job shadowing					

8. Perceived Barriers to Participation in Learning and Development Programs

Please rate the following barriers which may hinder you in L&D participation:

	1	2	3	4	5
Time constraints					
Lack of resources					
Lack of support and guidance					
Interest/motivation issues					

9. Comparing Effectiveness of L&D Techniques

Please rate the effectiveness of the following L&D techniques in enhancing your engagement and skill acquisition in Future:

	1	2	3	4	5
Microlearning (e.g., short, focused learning modules)- it enhances retention, recall, and understanding, fitting my schedule, performs than traditional methods.					
Blended Learning (e.g., combination of online and in-person training)- It combines resources and methods and aiding retention with variety.					
Immersive Technologies (e.g., virtual reality, augmented reality)					

10. Agreement with Importance of Soft Skills Development Learnings Methods
(Coetzer, 2007)

Please indicate your preferences regarding the following methods of learning soft skills: -
I prefer learning from

	1	2	3	4	5
My immediate supervisor (Mentorship)					
My workmates (Peer to Peer)					
Everyday work activities (workshop, seminars, presentations etc)					
On-the-job training					
Observing and listening (classroom Sessions, group discussions, collaborative projects)					
Trial and error (role Playing exercises)					

11. How proficient are you in the following soft skills measures? (Kačamakovic & Lokaj, 2021)

Please indicate your level of agreement with the following statement

a) Communication- Clarity, Active listening & Persuasiveness

	1	2	3	4	5
I struggle to convey technical concepts to others.					
I listen and understand the needs of others					
I effectively influence others with my ideas					

b) Creativity- Idea Generation & Problem Solving

	1	2	3	4	5
I often come up with new and innovative ideas					
I creativity approach and solve technical problems.					

c) Managing Others & Teamwork- Delegation, Motivation, Collaboration, Cooperation & Support

	1	2	3	4	5
I have the ability to assign tasks and responsibilities to others					
I work with others to achieve common goals					
I cooperate for the success of the team					
I support my team members' ideas and efforts					

d) Adaptability- Flexibility, Open-minded

	1	2	3	4	5
I have ability to adapt to changes in technology or project requirements					
I am open-minded to new ideas and ways of working					

e) Time Management- Planning, Prioritization & Efficiency

	1	2	3	4	5
I effectively plan and organize my tasks and deadlines					
I have the ability to prioritize tasks based on their importance and urgency					
I efficiently use my time to accomplish tasks					

11. If you have any suggestions or expectations for the implementation of an L&D system in the organisation?

_____

Demographics

12. Name: _____

13. Department:
☐IT Infrastructure
☐Software
☐Backoffice Dept

14. What is your current job position?

☐Junior- level employee
☐Senior-level employee
☐Managerial position
☐Executive position

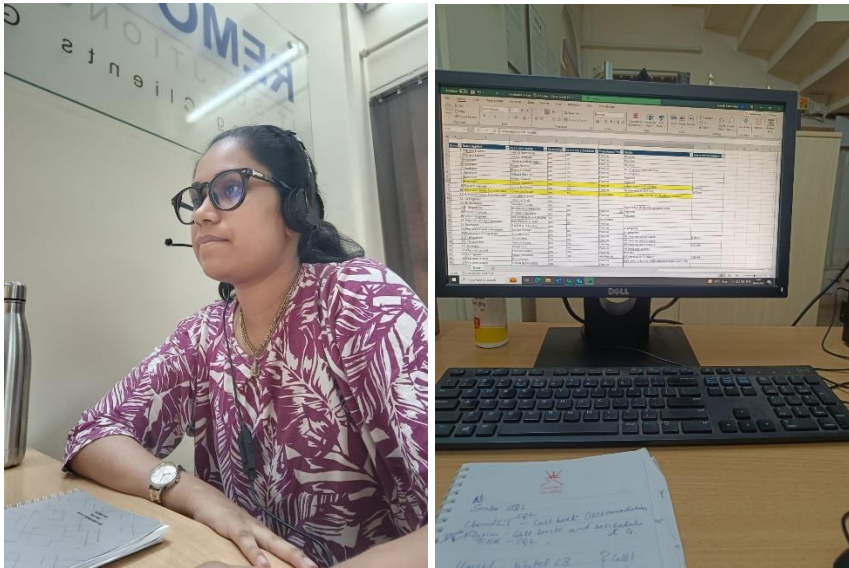**15. How many years of experience do you have in your current field?**

☐Less than 1 year
☐1-5 years
☐5- 10 years
☐More than 10 years

APPENDIX II- Photos while work done

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