

A Study on Effectiveness of Training and Development and its Impact on Employee Attrition

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Abstract— This study entitled ‘Effectiveness of Training and Development and its impact on employee attrition is an attempt towards the reduction of employee attrition in the organizations through effective training and development. Training and development plays a crucial role in the transformation of an employee by providing them the required knowledge about the work they have to execute in an organization. Meanwhile attrition is defined as a concept where the employees vacate or move out of an organization, so a high attrition rate means the employees are leaving the organization frequently, while a low attrition rate indicates that the organization is keeping the employees for a longer period of time.

A descriptive research design was used for the purpose to collect data from both primary and secondary sources. The questionnaire is considered as the research instrument that is used to collect the data from the employees. Simple random sampling method is adopted as the sampling technique with the samples of 80 respondents. Both primary and secondary data has been used for the analysis purpose. Appropriate statistical tools such as Mann Whitney, Kruskal Wallis test and Friedman analysis has been applied for testing the data. The results were presented with the help of different charts and diagrams. Findings of the study were drawn from analyzing the data's. Suggestions and conclusions have been made based on the findings.

Keywords: Training and Development, Attrition, Retaining employees, Retention, Managers and organization, Stress factor, Irrelevant Training, Attrition Rates

I. INTRODUCTION

The Training and development is considered as one of the lowest things on the priority list by most of the companies, when it is organized, it is often considered as a responsibility of the human resources department. There is enormous value in organizing a proper training and development program sessions for the employees. The Training provides various advantages to the employees to acquire new skills, to sharpen the existing ones, to give a better performance, to increase the productivity and to be better leaders, since an organization is the total sum of what the employees achieve individually, they should do everything in their power to ensure that employees perform at their highest level. Training is particularly important for the new employees. This can be conducted by someone who is within the company and they should serve as a platform to acquire new employees so that they can speed up with the processes of the company and can address any skill gaps that are present. An employee's performance increases automatically if their shortcomings and weaknesses are addressed properly. Training and development helps an employee to amplify their strengths and also acquires new skill sets. It is important for an organization to break down the needs of training and development according to the target relevant individuals. A company that does investments on the training and development generally tends to have satisfied employees. However, the exercise must be relevant to the employees and it should be the one from which they can learn and take back something. The entire training and development process can be of no use if it becomes tedious and dull, and employees attend it merely because they have to. An organization must stress on industry specific training. In a rapidly evolving landscape, only the productivity is not dependent on the employees, but also on the technology they use. The training and development sessions goes a long way in getting the employees to become up to date

with new technology, by using the existing ones better and then by discarding the outdated ones. By this the things can be done more efficiently and also in a productive way. The employees who have attended the right trainings require lesser supervision and guidance. Training helps in developing necessary skill sets in employees and makes them to address their tasks independently.

II. OBJECTIVES OF THE STUDY

Primary objective

- To explore the need and the requirement for training and development in an organization for retaining employees

Secondary objective

- To find the outcome of Training and Development among respondents.
- To know the factors that determines effective training and development in an organization.
- To know the rate of attrition after training.
- To measure the effectiveness of training impacts on the employees attrition intention.

III. NEED AND SCOPE OF THE STUDY

- The development of an organization is dependent on the performance of the employees. Training and development plays a significant role in increasing the productivity of the organization
- The study is conducted to know the level of knowledge and skills that are being provided to the employees.
- This study also helps the organization to ensure whether proper training materials are being provided to the employees to increase the quality of work.
- This study can help the organization to reduce the attrition rate of the employees by taking corrective measures to provide proper training.
- This study helps to understand how training can impact on the working efficiency of the organization by decreasing attrition rate.

IV. LIMITATIONS OF THE STUDY

- Due to time constraint the study is restricted to 80 respondents only.
- Most of the respondents were reluctant to answer the questionnaire.
- Sample collection due to Corona spread was a big challenge

V. RELATED WORKS

The main objective of this research work is to develop a model that can help in the prediction of whether an employee will leave the company or not. The essential idea was to measure the effectiveness of the employee appraisal and satisfaction rates that exists within the company, and which can help in the reduction of the attrition rate of employees. In this paper, a new approach was used that is focused on machine learning for the enhancement of different retention approaches for targeted employees [1]. In this paper, they have applied factor analysis for the suggestive measures and the results stated that the management should decrease the working hours of the employees and they should offer the incentives along with recognition for the employees, by this they can improve the level of service quality in the hotel industry. This paper will be useful to the hotel industry management, employees and also other related sectors [2]. The main objective of this study was the evaluation of the impact of training & development practices on the employee attrition rate. The research study has proved that Training & Development can help in building/nurturing the commitment of the employee and can thus also reduce the employee attrition [3]. The training engagement theory provides a multilevel depiction of the antecedents of training effectiveness. The temporal nature of the theory advocates for the examination of the processes that starts occurring from before training is conceptualized until the completion of the training program when examining the after execution of the training effectiveness. Thus, the training engagement theory have proposed a sequence model of the independent and joint effects of establishment of training goals, prioritizing of those goals, and persisting during goal striving on the training effectiveness [4].

VI. RESEARCH GAP

Training and development is an important part of an organization and contributes in increasing the profit of an organization. It plays a major role in increasing the job satisfaction of the employees by reducing the attrition rates. Certain important factors on training and development effectiveness have not been discussed by the previous studies. The main role of the training and development is to provide knowledge transfer to the employees and this process must take place efficiently to avoid disturbances in executing the work in future. A clear transfer of knowledge decreases the employee attrition rate and increases the employee retention rate. This study focuses on certain critical factors of training and development that have not been discussed by the previous studies such as an efficient training and development program must provide all the materials that are required for the training process as it plays a major role in providing better knowledge about the work to the employees and also must provide technical support. Providing irrelevant training to the candidates may create confusion and misunderstanding of the actual process and hence, a candidate must be provided with training that is relevant and specific to their work. An organization must not only provide the direct practical knowledge to the candidates as this can lead to improper understanding of the job, but they must provide both theoretical and practical knowledge. A theoretical knowledge must be given to the candidates prior to the practical to increase the efficiency of the job. Another major factor that have not been addressed by the previous studies is that the effect that is created by the presence of different generations in the training environment. This concept create a vast difference in the transfer of knowledge process as it can affect the method of training, pace of understanding of the new concepts, it can also create a great impact on the time period of the training phase. This can also affect the up gradation process. Hence, an employee must be given an industry specific training that is providing the up to date information on the current technologies as this can increase the efficiency of the work and also reduces the consumption of time. Working on the feedback of the employees create a great impact on the employees about the organization on the training period, this plays a major role in decreasing the employee attrition rate. The stress factors provided to the employees during the training period creates a great impact on the attrition rates of the employees.

VII. HYPOTHESIS

H01: There is no association between the groups and their opinion about the impact of training and development towards the attrition rate of the employees.

Ha1: There is association between the groups and their opinion about the impact of training and development towards the attrition rate of the employees.

H02: There is no association between the gender and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training.

Ha2: There is association between the gender and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training.

H03: There is no association between the years of experience and their opinion on various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase

Ha3: There is association between the years of experience and their opinion on various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition.

H04: There is no significant difference between the different age groups and their opinion on does the knowledge transfer from the other old employees to the new employee's of different generations create an understanding gap between the employees and affect the effectiveness of the job.

Ha4: There is significant difference between the different age groups and their opinion on does the knowledge transfer from the other old employees to the new employee's of different generations create an understanding gap between the employees and affect the effectiveness of the job.

H05: There is no significant difference between the different years of experience groups and their opinion on does the organization needs to provide proper training materials and guidance to increase the quality of work.

Ha5: There is significant difference between the different years of experience groups and their opinion does the organization needs to provide proper training materials and guidance to increase the quality of work.

H06: There is no significant difference between the different department groups and their opinion on an employee must be given both on the job and off the job training to increase the efficiency of the work. Ha6: There is significant difference between the different department groups and their opinion on an employee must be given both

on the job and off the job training to increase the efficiency of the work.

VIII. DATA ANALYSIS

Descriptive analysis Percentage analysis

1.Respondents opinion on whether does the induction training program needs to be well panned and exercise in organization

Does the induction training needs to be well planned and exercise in organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neither agree nor disagree	2	2.5	2.5	2.5
agree	23	28.8	28.8	31.2
strongly agree	55	68.8	68.8	100.0
Total	80	100.0	100.0	

Table 1: To display the percentage of the respondents opinion on whether the induction training program needs to be well planned and exercise in organization



Fig 1: Representation of the opinion of the respondents on whether the induction training program needs to be well planned and exercise in organization

Inference: From the above analysis it is inferred that 68.8% of the total respondents strongly agreed that the induction training program has to be well planned exercise in the organization,28.8% agreed,2.5% neither agreed nor disagreed to this condition.

2.Respondents opinion on whether the training program helps to increase the productivity of both quality and quantity

Training program helps to increase the productivity of both quality and quantity

	Frequency	Percent	Valid Percent	Cumulative Percent
V disagree	3	3.8	3.8	3.8
ali neither agree nor disagree	3	3.8	3.8	7.5
d agree	42	52.5	52.5	60.0

strongly agree	32	40.0	40.0	100.0
Total	80	100.0	100.0	

Table 2: To display the percentage of the respondents opinion on whether the training program helps to increase the productivity of both quality and quantity

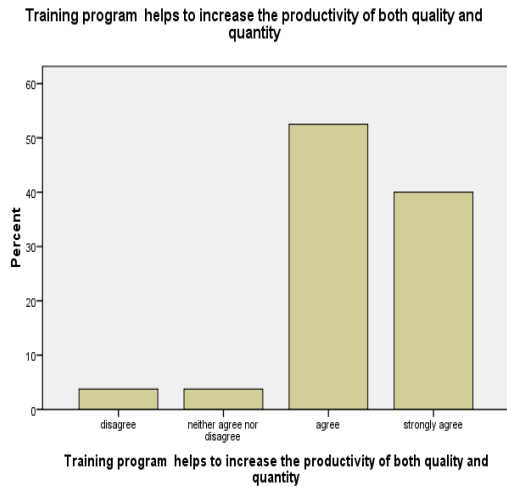


Fig 2: Representation of the opinion of the respondents on whether the training program helps to increase the productivity of both quality and quantity

Inference: From the above analysis it is inferred that 52.5% of the total respondents agreed that the training program helps to increase the productivity of both quality and quantity, 40.0% strongly agreed, 3.8% neither agreed nor disagreed, 3.8% disagreed to this condition.

3. Respondents opinion on whether an improper transfer of knowledge from the previous employees to the employees on the training period can cause a huge loss to the organization by increasing the attrition rate
An improper transfer of knowledge from the previous employees to the employees on the training period can cause a huge loss to the organization by increasing the attrition rate

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	2	2.5	2.5	2.5
disagree	7	8.8	8.8	11.2
neither agree nor disagree	3	3.8	3.8	15.0
agree	24	30.0	30.0	45.0
strongly agree	44	55.0	55.0	100.0
Total	80	100.0	100.0	

Table 3: To display the percentage of the respondents opinion on whether an improper transfer of knowledge from the previous employees to the employees on the training period can cause a huge loss to the organization by increasing the attrition rate

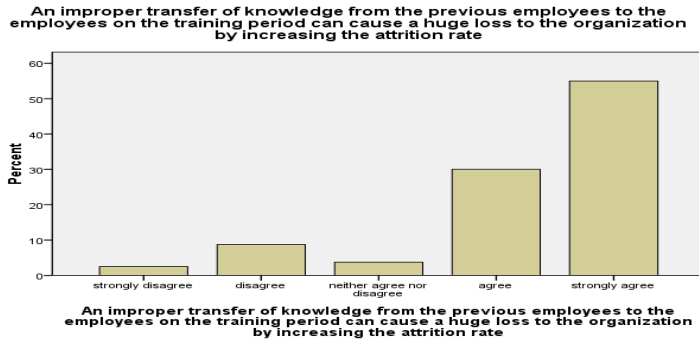


Fig 3: Representation of the opinion of the respondents on whether an improper transfer of knowledge from the previous employees to the employees on the training period can cause a huge loss to the organization by increasing the attrition rate

Inference: From the above analysis it is inferred that 55% of the total respondents strongly agreed an improper transfer of knowledge from the previous employees to the employees on the training period can cause a huge loss to the organization by increasing the attrition rate, 30% agreed, 3.8% neither agreed nor disagreed, 8.8% disagreed, 2.5% strongly disagreed to this condition.

Friedman Analysis

1. Association between the groups and their opinion about the impact of training and development towards rate of attrition

Null Hypothesis:

H₀: There is no association between the groups and their opinion about the impact of training and development towards the attrition rate of the employees.

Alternate Hypothesis:

H₁: There is association between the groups and their opinion about the impact of training and development towards the attrition rate of the employees.

Ranks

	Mean Rank
Training is must for enhancing productivity and performance	5.86
Does the training and development program makes the employees perform better	5.46

Does on the job training concept provide more knowledge to the employees compared to the off the job training	5.61
The training that is being provided to the employees on the training period must be performance driven	5.73
The off the job training is as important as on the job training	6.01
The training program provided by the organization needs to prepare the employees well for the works	6.40
Usage of proper channel for communication can increase the effectiveness of training	6.47
Does the employees in the training period needs to be offered with more opportunities	6.20
Does the knowledge transfer from the old employees to the new employees of different generations create an understanding gap between the employees	5.36
Does the organization needs to provide proper training materials and guidance to increase the quality of work	6.11
Does the organization needs to pay attention to the queries of the employees in the training period	6.80

Table 4: To display the ranks of the Friedman analysis on association between the groups and their opinion about training and development towards attrition rate.

Test	
Statistics ^a	
N	80
Chi-Square	20.586
df	10
Asymp. Sig.	.024

a. Friedman Test

Table 5: To display the test statistics of Friedman analysis on association between the groups and their opinion about training and development towards attrition rate.

Inference: Since the significant value is 0.024 which is lesser than the level of significance 0.05, reject null

hypothesis. Thus, there is association between the groups and their opinion about the impact of training and development towards the attrition rate of the employees.

Mann Whitney tests

1. Age Vs does the on the job concept provide more knowledge compared to off the job training

Null Hypothesis:

H0: There is no association between the gender and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training

Alternate Hypothesis:

H1: There is association between the gender and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training

Ranks

gender	N	Mean Rank	Sum of Ranks
Does on the job training concept provide more knowledge to the employees compared to the off the job training	56	42.38	2373.00
female	24	36.12	867.00
Total	80		

Table 6: To display the ranks of the Mann Whitney analysis on age vs does on the job concept provide more knowledge compared to off the job training.

Test Statistics^a

	Does on the job training concept provide more knowledge to the employees compared to the off the job training
Mann-Whitney U	567.000
Wilcoxon W	867.000
Z	-1.213
Asymp. Sig. (2-tailed)	.225

a. Grouping Variable: gender

Table 7: To display the test statistics of the Mann Whitney analysis on age vs does on the job concept provide more knowledge compared to off the job training

Inference: Thus, the opinion given by the employees about the on the job training concept provide more knowledge to employees compared to off the job training employees concept is significantly higher by male employees than the female employees.

As the significance value is 0.225 which is greater than 0.05, accept null hypothesis. There is no association between the gender and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training.

2. Years of experience Vs the various stress factors provided during the training period can increase rate of attrition

Null Hypothesis:

H0: There is no association between the years of experience and their opinion on various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase

Alternate Hypothesis:

H1: There is association between the years of experience and their opinion on various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition

Ranks

years of experience	N	Mean Rank	Sum of Ranks
The various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition	75	40.35	3026.00
0-10 years	5	42.80	214.00
11-20 years			
Total	80		

Table 8: To display the ranks of the Mann Whitney analysis on years of experience vs the various stress factors provided during the training period can increase rate of attrition.

Test Statistics^b

	The various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition
Mann-Whitney U	176.000
Wilcoxon W	3026.000
Z	-.252
Asymp. Sig. (2-tailed)	.801
Exact Sig. [2*(1-tailed Sig.)]	.832 ^a

a. Not corrected for ties.

b. Grouping Variable: years of experience

Table 9: To display the test statistics of the Mann Whitney analysis on years of experience vs the various stress factors provided during the training period can increase rate of attrition.

Inference: Thus, the opinion on various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition is significantly higher with the employees having 0-10 years of experience than the employees having 11-20 years of experience.

As the significance value is 0.832 which is greater than 0.05, accept null hypothesis. There is no association between the years of experience and their opinion about does on the job training concept provide more knowledge to the employees compared to off the job training.

Kruskal Wallis test

1. Age Vs does the knowledge transfer from old employees to the new employees of different generations create an understanding gap between the employees and affect the effectiveness of the job

Null Hypothesis:

H0: There is no significant difference between the different age groups and their opinion on does the knowledge transfer from the other old employees to the new employee’s of different generations create an understanding gap between the employees and affect the effectiveness of the job.

Alternate Hypothesis:

H1: There is significant difference between the different age groups and their opinion on does the knowledge transfer from the other old employees to the new employee’s of different generations create an understanding gap between the employees and affect the effectiveness of the job.

Ranks

age	N	Mean Rank
Does the knowledge transfer from the old employees to the new employees of different generations create an understanding gap between the employees and	38	39.28
18-25	21	39.69
26-30	21	43.52
31-40		

affect the effectiveness of the job	of Total	80
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Table 10: To display the ranks of the Kruskal Wallis analysis on age vs does the knowledge transfer from old employees to the new employees of different generations create an understanding gap between the employees and affect the effectiveness of the job

Test Statistics^{a,b}

	Does the knowledge transfer from the old employees to the new employees of different generations create an understanding gap between the employees and affect the effectiveness of the job
Chi-Square	.577
df	2
Asymp. Sig.	.750

- a. Kruskal Wallis Test
- b. Grouping Variable: age

Table 11: To display the test statistics of the Kruskal Wallis analysis on age vs does the knowledge transfer from old employees to the new employees of different generations create an understanding gap between the employees and affect the effectiveness of the job

Inference : A statistically significant difference between different age groups with mean rank of 39.28 for 18-25 age group, 39.69 for 26-30 age group, 43.52 for 31-40 age group.

As the significance value is 0.750 which is greater than 0.05, accept null hypothesis. There is no significant difference between the different age groups and their opinion on does the knowledge transfer from the other old employees to the new employee's of different generations create an understanding gap between the employees and affect the effectiveness of the job.

2. Years of experience Vs Does the organization needs to provide proper training materials and guidance to increase the quality of work

Null Hypothesis:

H0: There is no significant difference between the different years of experience groups and their opinion on does the organization needs to provide proper training materials and guidance to increase the quality of work

Alternate Hypothesis:

H1: There is significant difference between the different years of experience groups and their opinion does the organization needs to provide proper training materials and guidance to increase the quality of work

		Ranks	
		N	Mean Rank
Does the organization needs to provide proper training materials and guidance to increase the quality of work	0 to 5 years	53	38.38
	6 to 10 years	22	45.25
	11 to 15 years	5	42.10

			Ranks	
	years of experience	N		Mean Rank
Does the organization needs to provide proper training materials and guidance to increase the quality of work	0 to 5 years	53		38.38
	6 to 10 years	22		45.25
	11 to 15 years	5		42.10
	Total	80		

Table 12: To display the ranks of the Kruskal Wallis analysis on years of experience vs does the organization needs to provide proper training materials and guidance to increase the quality of work

Test Statistics^{a,b}

	Does the organization needs to provide proper training materials and guidance to increase the quality of work
Chi-Square	1.842
df	2
Asymp. Sig.	.398

- a. Kruskal Wallis Test
- b. Grouping Variable: years of experience

Table 13: To display the test statistics of the Kruskal Wallis analysis on years of experience vs does the organization needs to provide proper training materials and guidance to increase the quality of work

Inference: A statistically significant difference between different experience groups with mean rank of 38.8 for 0 to 5 years experience group, 45.25 for 6 to 10 years of experience, 42.10 for 11 to 15 years of experience. As the significance value is 0.398 which is greater than the 0.05, accept null hypothesis. There is no significant difference between the different years of experience groups and their opinion on does the organization needs to provide proper training materials and guidance to increase the quality of work.

3. Department Groups Vs An employee must be given both on the job and off the job training to increase the efficiency of the work

Null Hypothesis:

H0: There is no significant difference between the different department groups and their opinion on an employee must be given both on the job and off the job training to increase the efficiency of the work

Alternate Hypothesis:

H1: There is significant difference between the different department groups and their opinion on an employee must be given both on the job and off the job training to increase the efficiency of the work

Ranks		
department group	N	Mean Rank
An employee human resources must be given both on the job and off the job training to increase the efficiency of the work	11	36.50
finance	5	16.90
layout designer	4	46.88
web designer	16	45.06
web developer	25	37.10
content writers	13	50.38
hosting and testing engineers	6	43.83
Total	80	

Table 14: To display the ranks of the respondents opinion on whether an employee must be given both on the job and off the job training to increase the efficiency of the work

Test Statistics^{a,b}

	An employee must be given both on the job and off the job training to increase the efficiency of the work
Chi-Square	12.664
Df	6
Asymp. Sig.	.049

a. Kruskal Wallis Test

b. Grouping Variable: department group

Table 15: To display the test statistics of the respondents opinion on whether an employee must be given both on the job and off the job training to increase the efficiency of the work

Inference : A statistically significant difference between different department groups with mean rank of 36.50 for human resources,16.90 for finance,46.88 for layout designer,45.06 for web designer,37.10 for web developer,50.38 for content writers,43.83 for hosting and testing engineers. As the significance value is 0.049 which is less than 0.05, reject null hypothesis. There is a significant difference between the different department groups and their opinion on an employee must be given both on the job and off the job training to increase the efficiency of the work

IX. FINDINGS

- From the analysis it is found that the organization must plan well and exercise to provide the induction training needs.
- The analysis has also found that the training program that is provided by the organization helps to increase the productivity of both quality and quantity.
- From the analysis it is found that an improper knowledge transfer can lead to huge loss to the organization by increasing the attrition rate.
- From the Friedman analysis it is found that there is association between the groups and their opinion on the impact of training and development towards the rate of attrition.
- From the Mann Whitney test it is inferred that the opinion given by the employees about the on the job training

concept provide more knowledge to the employees compared to off the job training concept is significantly higher by the male employees than the female employees. There is no association between the gender and their opinion about does the on the job training concept provide more knowledge to the employees compared to off the job training.

- From the analysis it is inferred that the various stress factors such as unresponsiveness, lack of attending the queries of the employees provided to the candidates during the training period can increase the rate of attrition is significantly higher with the employees having 0 to 10 years of experience than the employees having 11 to 20 years of experience.
- There is no association between the years of experience and their opinion about does on the job training provides more knowledge compared to off the job training.
- From the Kruskal Wallis test it is inferred that there is no significant difference in the opinion provided by the employees between different age groups.
- There is no significant difference between the different age groups and their opinion on does the knowledge transfer from the old employees to the new employees of different generations create an understanding gap between the employees and affect the effectiveness of the job.
- From the analysis it is inferred that there is a no significant difference in the opinions provided by different experience group employees.
- From the analysis it is found that there is significant difference in the opinions provided by the employees of different department groups.

X. SUGGESTIONS

- The organization must focus on providing a well planned and exercised induction program to their employees as this can increase the satisfaction level of the employees.
- The organization can make proper arrangements to provide the training and development program in both theoretical and practical form as this can help the employees to understand the concepts in better way and also can increase the efficiency of the work.
- The employees in the training period must be provided with more number of opportunities as this can increase their interest on the work can also creates commitment towards the organization and also reduces the employee's attrition rate.
- The organization must focus on providing proper training materials and guidance to the employees on training period as this can help them to understand the work in rapid pace and also the errors can be reduces to a great extent.
- The presence of different generation during the training phase can greatly affect the quality of knowledge transfer an also can increase the time consumption and hence proper steps must be taken to avoid such situations by the organization such as providing training to the employees through specialist of the latest technologies
- The organization must work on the feedback provided by the employees in the training phase as this can greatly decrease the employee's attrition rates by increasing the job satisfaction.
- The employees must be provided with the proper technical support as this can adversely create an impact on the interest rates of the employees. Also the organization must provide a responsive training.
- There must also be a proper communication channel for the employees in the training period for the clarification of their doubts during the training program.
- The stress factors must reduced as this directly impacts on the attrition rates of the employees. An organization must take all the necessary measures to reduce the factors that cause stress to the employees during the training period.
- The organization must focus on the above important factors to increase the effectiveness of the training and development program and to reduce the employee's attrition rates.

XI. CONCLUSION

Thus from the study the importance of providing a training and development program to the employees have been studied. The importance of proper knowledge transfer and its impact on the training program. Various factors that are being involved in the training and development program have been studied. This study provides the importance of providing proper training materials to the employees during the training program and its impact on the efficiency of the job. It also mentions about the need and effectiveness of providing both theoretical and practical knowledge to

the employees and how it provides a positive impact on the quality of work. Training must be goal oriented. Also the organization must provide a responsive training. This study provides insights of how the stress factors affect the work adversely. It also provides us the knowledge of collecting the feedback from the employees during the training period and how it helps in reducing the employee's attrition rates. It also provides the knowledge that are present due to the transfer of knowledge taken place by different generations and how its impacts on the consumption of time. It is also found that the on the job training is more effective than off the job training. This study gives an idea about how the interest rates of the employees differ due to the technical difficulties that are present in the on the job training and how it reflects on the attrition rates of the employees. This study provides knowledge about how a training and development environment creates a great impact on the quality of the work executed by the employees. This shows the importance of providing proper training and development program to the employees and how it impacts on the rate of employee attrition.

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