"A Study of Effectiveness of Training And Development"

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PREFACE

Nowadays, management studies are highly known throughout the world. The practical applicability of the theories is the area that has received the most research due to the growing fields and new areas of management. The Parul University of Management Studies enables students to improve their personal and professional life by assisting them in exploring their areas of interest in a variety of technological, practical, and theoretical aspects.

Every organization needs proper management for the efficient and effective growth of the organization. The management area is extensive. Managers, not CEOs, are directly in charge of a company's expansion. Any organization's management is a reflection of both the organization's and its employees' growth. The workers are either directly or indirectly employed by the business for the effective growth of organization.

Managers, not CEOs, are directly in charge of a company's expansion. Any organization's management is a reflection of both the organization's and its employees' growth. Any company that wants to lead the organization through its employees must adopt a precise and pertinent management style and method as the employees either directly or indirectly work for the company.

The Comprehensive Project has given us a huge platform in learning about the desired area of interest in a thorough manner, by not only studying about the same but also by collecting the facts through on-field data collection in the organization. This study on Job Satisfaction in Employees has stated some raw factors on several factors that influence the satisfaction level of employees such as, working conditions, culture of organization, communication levels, salary and incentives, performance appraisal and rewards, job security, work-life balance and promotions. The research is done on the descriptive and explorative basis using both primary and secondary sources of data. The research has helped in finding the strong impact of job satisfaction on the organization's development and profit and how the most essential and crucial factor- Employees, affect the growth of organization. It is important for the organization to consider employees satisfaction level and put strong efforts in enhancing and encouraging employees' growth.

ACKNOWLEDGMENT

ABSTRACT

Training is a process through which a person enhances and develops his efficiency, capacity and effectiveness at work by improving and updating his knowledge and understanding the skills relevant to perform his or her job.

Training also helps a person cultivate appropriate and desired behavior and attitude towards the work and people. Unless training is provided, the jobs and lives of employees in organizations are at stake.

It gives people an awareness of the Rules & Procedures to guide their behavior. It is an application of knowledge to improve the performance on the Current job or to prepare one for an intended job.

Organization & individual for their survival & attainment of mutual goals should develop & progress simultaneously; this can be done mainly through training technique because training is the most important technique & it is a value addition to the organization through Human Resource Development for the development of the employee. The employee she/he been selected, placed & introduced in an organization should be provided with training facilities in order to adjust & make them suitable for the Job as no organization can get a candidate who exactly matches with the job & organizational requirements.

The trained employees are the valuable assets to any organization. Training at BSNL is given when there is a difference between the job requirements & employees present specifications. Thus, employee training is the most important sub-system, specialized & one of the fundamental operative functions of Human Resource Development. Organizational efficiency, productivity, progress & development, also organization viability, stability & growth to greater extent depend on training. If the required training is not provided it leads to the performance failure of the employees. Training enhances the Competence, Commitment, and Creativity & Contribution to the organization.

I.   CHAPTER – 1
INTRODUCTION

Introduction of Effectiveness of Training and Development:

Our study talks about training as a core solution for human resources development especially in India where labor is available with less matching training facilities. As a result of training the trainee learn new habits reigned skills and useful knowledge during the training that helps him improve performance.

India is emerging as an economy much ready to accept the challenges from eternal environment being one of the most consistently called developing countries. India has shown with times an urge to accept change when it was needed the most year 1991 marked a great change with arrival of major policy reforms in the form of deregulation, privatization, dereservation, foreign investment expert promotion and import substitution so on these policies no lesser than a boon to Indian economy. It seems that most up the things have been done but only on papers that is as for as making policies are concerned but practical ground has not been touched completely.

Now days banking is no more conventional sector because many private and public banks are mushrooming with providing the best of banking under one roof. With drastic growth of banks it calls for efficient and well trained staff members to handle with the consumer need. Universal banks have become modern day's supermarket extending almost every facility of banking under one roof.

Before designing and ideal training programmed, a thorough study of every job and its content is necessary. A systematic comprehensive approach to find out the different ways and means of performing every task is necessary for designing an effective training programmed. Since time, effort and material are involved in carrying out every job, a training programmed needs to concentrate on saving each of the above so as exercise control over the costs. Since labor cost is one of the significant ingredient of prime cost, every organizations need to concentrate on controlling cost of labor through effective training programmed.

Companies have found that investment in human capital in the form of training and development yields high returns. The ones that recognize the value of their employees and place a new emphasis on education and training are becoming more competitive, successful, and profitable as a result. According to a study conducted on 2002 by Knowledge Assessment Management, companies in the top 20 percent of those who spend money on training receive higher returns in the stock market.

Some training and development programs teach new hires to perform a specific job, while others update the skills and knowledge of established employees. Some of the money is spent to provide technology-related training that teaches employees to operate, maintain, or repair equipment used in the work place. Technology training is needed for workers in industries as diverse as construction, manufacturing, health and transportation. Technical professionals include scientists, architects, engineers, health professionals. Blue-collar technical workers include mechanics, repair people and those in precision production jobs. Technology as constantly changing and therefore job responsibilities are constantly changing, requiring many workers to update their skills on a regular basis.

Many of today's most successful companies realize that their employees are their greatest asset. Therefore, corporations are increasingly investing in educating their employees so that they can grow and change within the company and make it more profitable. The range of

training opportunities varies considerable from company to company so, when researching potential employers, it is important for job seekers who care about this to investigate the level and type of training provided to employees. After employees have been selected for various positions in an organization, training them for specific tasks to which they have been assigned assumes greater importance. According to Flippa, training is the act of increasing the knowledge and skills of an employee for doing a particular job. The major outcome of training is learning. Training learns new habits, refined skills and useful knowledge during the training that helps him improve performance.

Training can be introduced simply as a process of assisting a person for enhancing his efficiency and effectiveness to a particular work area by getting more knowledge and practices. Also, training is important to establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important as well as organizational growth, because the organizational growth and profit are also dependent on the training. But the training is not a core of organizational development. It is a function of the organizational development.

Training is different form education; particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aims of training are increasing knowledge while changing attitudes and competences in good manner. Basically the education is formulated within the framework and to syllabus, but the training is not formed in to the frame and as well as syllabus. It may differ from one employee to another, one group to another, even the group in the same class. The reason for that can be mentioned as difference of attitudes and skills from one person to another. Even the situation is that, after good training programmed, all different type skilled one group of employees can get in to similar capacity, similar skilled group. That is an advantage of the trainings.

Human resources are a crucial but expensive resource and therefore in order to sustain economic and effective performance of this resource, it is important to optimize their contribution to the achievement of the aims and objectives of the organization through training and development. Training is therefore necessary to ensure an adequate supply of employees that are technically and socially competent for both departmental and management positions. (Mullins, 2007).

The present study was conducted to investigate the effectiveness of the training programs on employee's performance at private sector in KSA by reviewing studies, reports, periodicals and books related to the topic of study also empirical study has been conducted on samples of private sector companies at Saudi Arabic to identify the relationship between the effectiveness of the training programs on employee's performance. Also, the reality of training programs from the respondent's point of view at private-sector companies and the role of training programs for improving the employee's performance at Saudi Arabia's private sector has been examined to conclude and interpret results.

Training and development can be classified as external and internal. Externally training and development can be provided by private training organizations and co-workers, while Internal training can be on-the-job or off-the-job. On-the-job training is a training being instructed by another trainer, fellow worker or supervisor while off-the-job training provided by the organization in the form of demonstrations and lectures, but far away from the work station. Training and development however, have a lot of similarities which is often difficult to differentiate and as such are used interchangeably.

The aim of training and development programs is to improve organizational capabilities and employee ability. When the organization invests in improving the skills and knowledge for its employees, the investment will lead to more productive and effective employees. Successful Training and development programmed focuses on employee performance or team performance. In the empirical research conducted by Watad & Ospina (1999), they identified the establishment and implementation of training and development. Found that training and development programmed should be based on training needs identified by their analysis, that money and time invested in training and development should be related or linked to the mission or core business strategy of the organization.

There are two basic views by which organization and employee perceive training and development which could either be positive or negative in relation. These views on training and development are really important in making decisions on whether to include training and development in their organizational plans or not. Organizations with a positive view may base their opinion on some scholars who opined that training should not be something to be identified as an immediate solution to their problems or means of

detecting weak employees. Rather, training and development should be an integral part of the business function or process of the organization which is done to enhance the productivity of employees and in turn the productivity of the organization. While other organizations with a negative view, also base their opinion on some author like Maybe and Thomson (2000), who lamented that training and development cannot provide any measurable benefits to the firm on the cost of investing in training and development.

In addition, the success of an organization does not depend solely on organizational training and development but mainly on the organizational objectives, goals, and managerial ability. The later view may be responsible for the reason some organizations do not want to take risk investing in people, furthermore some research show that, organizations invest in training and development only when the organizational climate is financially favorable.

Employee training and development does not entail only obtaining new abilities, skills and knowledge but also the possibility to promote entrepreneurship, initiate employees to changes, encourage the changes of their attitude, introduce the employers to important business decisions and involve them actively in the process of decision making within the context of learning organization, it is not sufficient for the worker only to add value to the organization based on his knowledge but he also has to receive knowledge. He gives as much knowledge as he receives. Organizations that invest in the training and development of their employees reap many benefits. But so do employees and the society in which they live.

We will be looking at the benefit of training and development to the organization as well as employees respectively. Training and development benefits to the organization are numerous that ultimately help an organization obtain a sustained competitive advantage.

Training and development can facilitate organization's strategy, effectiveness and improve employee retention and recruitment. Saks and Haccoun (2010) explain that the goal of all organizations is to prosper and survive and therefore training and development can help organizations achieve these goals. Organizations can be successful by training employees who have the knowledge and skills necessary to assist organizations achieve their goals and objectives. By linking training to an organization's strategy, training becomes a strategic activity that operates in performance with other programs and activities to achieve an organization's strategic business objectives.

There is a quantifiable benefit to training employees. Trained employees can do more and better work, make fewer errors, require less control, have more positive attitudes, and have lesser rates of attrition. Trained employees also produce higher-quality products and services. For example, a survey conducted by American Management Association found that companies that expanded their training programs showed gains in productivity and larger operating profits. In another study, a 10 percent increase in training produced a 3 percent increase in productivity over two years. Companies that invest more heavily in training are more successful and more profitable.

The link between training and an organization's effectiveness is strongly supported by research. Study after study has found that companies that invest more in training have higher revenues, profits, and productivity growth than firms that invest less in training. A review of research on training and organizational effectiveness found that training is positively related to human resource outcomes (e.g. motivation, behaviors, employee attitudes,), organizational performance outcomes (e.g. performance and productivity), and to a lesser extent financial outcomes (e.g. profit, financial indicators).

In employee Recruitment and Retention, training and development is considered an effective tool for attracting and retaining top talent, especially for those under the age of 30 who consider their career growth and professional development more important than salary. The benefits to employees can be identified as those that are internal to an employee, such as attitudes, skills, knowledge and those that are external to an employee. The internal benefit to employee is by acquiring new skills and knowledge which enable them to perform better on their task. Research has shown that training and development of an employee has a positive impact on the employee's performance and job behavior.

However, to improve employee knowledge and skills, trained employees must also develop a greater self-efficacy and confidence in performing their job. Training and development motivate employee work level of knowledge and skills. It provides sense of satisfaction, which refer to intrinsic motivator. Training and development serve as an antecedent of job performance in the organization (Kraiger 2002). According to Arthur et al (2003), research on meta- analysis of 1152 affect sizes from 165 sources which resulted to, the

relationship that exist between no-training and per training, Training and development had a positive effect on performance or job-related behaviors (mean effect size or d = 0.62). Although, the differences in terms of positive effect size were not too large, the high benefits of training will depend on the training delivery method and the skill and knowledge or task being trained and developed on.

External benefits to the employee in training and development include higher earnings as a result of increased skills and knowledge, greater security of employment, improved marketability and enhanced opportunities for advancement and promotion. Organizations should have a successful program to note the barriers to effective training. Training and development of a liable employee is critical to the increase and productivity of an organization. This is because well trained employees become valuable assets to the organization as they perform with excellence and competence.

Unfortunately, top managers in an organization do not realize the above as problem. The relationship that exists between them is that organization still views training and development as expensive, rather than an investment worthy of investing. Further investigation concerning why organization don't want to invest in training and development was carried out by (Mabey and Thomson, 2000) which brought the attention of (Sam brook and Stewart, 2000) in that area, which they concluded that costs associated with management training and development and time pressures as the main problems why organization don't want to participate or invest in training and development. These same problems were also identified by (Thomson et al, 2001) as costs, time and people were not able to identify any countable benefits that related to training and development.

Another reason why employee and organization are indisposed to training and development is that many of the organizational managers may be under the influence of prejudices which can be as a result of cost. Training and development is can be an expensive burden on the organization, they see it is as not rewarding providing training for the young, claiming knowledge and skills are expenses, but fail to realize that ignorance is even much more expensive. Individual possibilities to training are unlimited, unless individuals do not limit their abilities within their minds. Empirical studies have shown that investing in employee training and development has larger business effects than investing in equipment and other material resources.

Sambrook and Stewart (2000) identified in their research that managers identify different cultural characteristics at the firm's level which can make firms and employee to feel reluctant to training and development. They cited a world called truism which was explained to be that some managers are territorial in an organization. This was further explained that bureaucracy exists in the organization, fear of change and increased workplace pressure, lack of time available for training due to workload. Both studies identify all these as among the problem that are likely faced by an organization and individual not to invest in training and development. However, they identify the influence of reference others for example peer and senior managers, whose support was found to affect an employee's interest. Interestingly, both works highlighted the role of stakeholder, trade unions which was not discussed in other study.

Some authors have also argued that one of the major reasons why organization don't want to invest in training and development is because of cost, (Mabey et al, 2002) also stresses more on this by identifying that the major reasons why organization don't want to invest in training and development is also cost. However, this is not accepted by some authors like story and west head (1997) where they identify that the majority of the research studies carried out only examines the impact of training and development on organization using a limited dependent or variable measure.

However, their research was able to identify that no training has taken place and whether a particular group of mangers or employee were involved. Shochlars, Macracken, (2004) carried out a qualitative survey of the reasons to training participation for mid – career managers. Their result was able to facilitate and highlight a model developed that concerns organization not to invest in training and development. This model includes many of the extrinsic factor or organizational oriented factors and intrinsic factor which have been first identified by (Stuart 1984). In the studies of Stuart who considerably contributed to training and development program, where he logically assembled the reasons why organization and individual feel reluctant to invest in training in two dimensions.

First the extrinsic factor, he explained as factors present as outcome of influences from the organization in which organization work. He further explain the extrinsic factors in two ways psycho-social constraints that "…arise from the prevailing climate and relationships of which trainee is a part" and , the physical-structural

barriers ". . . where the trainee experiences blocks and barriers to his training which are rooted in his tasks, the structure within which they are located, and the physical setting in which they are carried out"; secondly, he explained the intrinsic factors as, problems which occur due to employer and employee attitude, experience, believe and perception. Reader should bear in mind that, the implicit grouping of participation barriers into intrinsic and extrinsic factors has become a standard feature in this essay.

McCracken, 2004 further developed the extrinsic factor for organization model to include the following, work life pressures such as location of the training program, time and physical pressure, and specifically views concerning development opportunities, access or management development culture and support for training; and the trainee's overall perception of the firms environment or firms culture while intrinsic or the individual oriented factors which include the following, desire to participate in training or motivation to participate in training; emotional, including insecurity and fear of failure; perceptual, or the perceived value of training; Cognitive, or extent to which past training and development experiences affect the current or feature training activities.

In conclusion, employees training and development has been identified by various scholars and anchors to be very essential to an organization and its effectiveness.

Organizations are therefore encouraged to train and develop their staff to the fullest advantage in order to enhance their effectiveness. As training reduces the effort of the manager in terms of close supervision it also improves the drive, initiative and quality of work of the employees thus helping them to be more committed to achieving the goals and objectives of the organization and this has the tendency of enhancing effectiveness among workers within the organization.

However, the prosperity of organizations becomes explicitly dependent on the intellectual capacity of their employees and their ability to change and adjust to the dynamic business environment. Furthermore, organization need to understand that apart from training and development, further linked to development is employee motivation and satisfaction. There is the need for organizations to create an enabling environment for employees to express their creativity and create that ownership spirit that would lead to innovation and thus increased productivity. Because the absence of these would make all organizations effort futile and lead to drained cost and less productivity. Improved and

effective organizational communication whereby employee's inputs are recognized in organizational strategy would ultimately lead to increased productivity and foster development and growth which would benefit both the employees and the organization.

Training is the most important technique of human re-source development. No Organization can get a candidate exactly matching with the job and organizational requirements. Hence, Training is important to develop the employee and make him suitable to the job.

Trained Employees would be a valuable asset to an organization. Organizational efficiency, Productivity, progress and development to a greater extent t depend on training. Organizational objectives like viability, stability and growth can also be achieved through Training. Training is important, as it constitutes significant part of management control.

Effectiveness systematically looks at the training, notices the difference it has made and determines its value according to the pretext measures. The results are used as feedback to refine the training. Evaluation of effectiveness of training is an integral part of training function. It provides a lot of information and becomes a basis for taking several vital decisions in the organization. The process of assessing the effectiveness of training is evaluation. For many trainers, Evaluation has taken on more vague connotations but generally it is seen as the process of attempting?

To assess the total value of Training it is the cost of benefits and general outcomes, which benefit the organization as well as the value of the improved performance of those who have undergone Training.

TRAINING DEFINED
It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules or changing of attitudes and behaviors to enhance the performance of employees.
Training is activity leading to skilled behavior.
- It's not what you want in life, but it knows how to attain it.
- It's not where you want to go, but it knows to get there.
- It's not how high you want to rise, but it's.
Knowing how to take off to? May not be quite the outcome you were aiming for, but it will be an outcome.
- It's not what you dream of doing, but it's having the knowledge to do it.

- It's not a set of goals, but it's more like a vision.
- It's not the goal you set, but it's what you need to achieve it.
- Training is about knowing where you stand (no matter how good or bad the current situation looks) at present, and where you will be after some point of time.

Development is a comprehensive term. When it is talked about, it means growth,

II.   CHAPTER – 2
COMPANY PROFILE

Schaeffler India Limited:

Schaeffler India Limited is a listed public company incorporated on 27 April, 1962. It is classified as a public limited company and is located in Pune, Maharashtra. Its authorized share capital is INR 125.50 cr and the total paid-up capital is INR 31.26 cr. The company has had a presence in India since 1962, and in 2018, INA Bearings India Private Limited and LuK India Private Limited merged with Schaeffler India Limited (erstwhile FAG Bearings India Limited).

Schaeffler India provides diverse high-precision products with a balanced revenue mix between automotive and industrial segments.

The Company also provides automotive aftermarket services wherein replacement and repair solutions are offered apart from best-in-class training services to important groups such as garages and fleet workshops.

Schaeffer's three major product brands – FAG, INA and LUK, are well represented in the country, which enjoy a prominent position in India.

Schaeffler India Limited previously known as FAG Bearings India Ltd is one of India's major ball and rolling bearing manufacturers servicing the automotive and multiple core industrial segments. Schaeffler Group is a leading supplier of innovative solutions to automotive and industrial sectors.

The Company is engaged in the development manufacturing and distribution of high-precision roller and ball bearings engine systems and transmission components chassis applications clutch systems and related machine building manufacturing activities. Its manufacturing units are located in Gujarat at Vadodara and Savli in Maharashtra at Talegaon (Pune) and in Tamilnadu at Hosur.

The Company offers a diverse range of products and services in three business segments: Automotive Industrial and Automotive Aftermarket. In addition, it provides training to key garage influencer groups and hold fleet workshops for automotive aftermarket and industrial distribution markets. Its client-centric strategy emphasis on innovation and superior distribution network to maintain market leadership in these segments.

Sales are evenly distributed across the automotive and industrial categories as well.FAG Bearings India Ltd was incorporated as Precision Bearings India Ltd in the year 1962.

In the year 1986 the company changed their name to FAG Precision Bearings Ltd and in the year 1999 they got their present name FAG Bearings India Ltd.

In the year 1993 and 1998 they became the first Indian Bearing company to achieve ISO 9001 and QS 9000 certification respectively and in the year 1999 they received ISO 14001 certification.

In the year 2000 the company set up India's first production facilities to produce hub bearings.

In the year 2001 the company entered a joint venture agreement with FAG Kugel Fischer Georg Schaefer AG of Germany and formed FAG Roller Bearings Private Ltd for manufacture of taper roller bearings at Pune in Maharashtra.

The Pune plant has the production capacity of 2 million tapered roller bearings of world class quality for automotive and industrial applications and in April 2002 they launched their product in the Indian Market.

In 2002 at the global level FAG Kugel Fischer Georg Sch fer KGaA became the part of Schaeffler Group.

In 2003 FAG Bearings India established Validation Centre. In 2006 FAG Bearings India set up Special Machine Building unit.

In 2007 FAG Bearings India commenced production of E1 spherical roller bearing. In 2009 FAG Bearings India achieved OHSAS 18001 Certification. In 2012 the company's new manufacturing unit at Savli near Vadodara was inaugurated. The company commenced production of Low-friction Ball Bearings and Large Size Bearings in October 2012.On 7 July 2017 FAG Bearings India Limited announced name change to Schaeffler India Limited.

This change of name is an important step in the rollout of the new global strategy 'Mobility for tomorrow' of the company's parent group Schaeffler AG. On 27 November 2017 Schaeffler India's INA Bearings Pvt Limited announced the expansion of its operations at Talegaon Pune with an investment outlay of Rs 200 crore. The expansion will include a new manufacturing

facility and a new R&D facility within the existing premises. The new production facility will manufacture engine and transmission components serving the domestic and exports markets. The R&D facility will focus on enhancing product development and engineering capabilities driving innovation for customers.

On 22 March 2018 Schaeffler India Limited announced that the requisite majority of the shareholders and creditors of the company have voted in favor of the scheme of amalgamation of the two unlisted entities INA Bearings India Private Limited and LuK India Private Limited with Schaeffler India Limited at their respective meetings held on 20 March 2018 in line with the NCLT Mumbai order and SEBI requirements.

The company has also announced that requisite majority of shareholders and creditors of INA India at their respective meetings directed by NCLT Mumbai have also voted in favor of the merger. NCLT Chennai had dispensed with convening the meetings of creditors and shareholders of LuK India.

The company has already obtained no objection clearance from SEBI. Under the scheme after the sanction of NCLT and post completion of other legal formalities Schaeffler India Limited shall issue 14.64 million new equity shares in the ratio of 10 equity shares to shareholders of INA India for every 65 equity shares held and 10 equity shares to shareholders of LuK India for every 35 equity shares held.

Shareholding of the Promoter group post the merger will be 74.13%. The merger is aimed at leveraging the synergies of the three companies. During the FY2018the Company issued and allotted 14643464 fully paid-up Equity Shares having face value of Rs 10/- each of the Company to the shareholders of INA and LuK in respect of Equity Shares held by them in INA and LuK as per the share entitlement ratio provided under the Scheme.

The synergies and economies of scale resulting from our recent unifying merger of three entities into one and a commitment to sizeable capex into expanding our capabilities and capacity within India makes Schaeffler a formidable force in the marketplace.

During the year 2017-18 the company invested Rs 2434 million twice as much what we have done in the past years. These investments are for expanding plant buildings at Talegaon & Savli and increasing the company's engineering capabilities.

On 10 May 2018 Schaeffler India Ltd announced the launch of its new range of FAG SNV

Housings with an aim to provide similar German quality products manufactured locally. SNV Housings' application includes agricultural machinery paper processing industry mining materials processing and steel industry as well as power stations.

During the FY2019 the company won the '2019 Indian Future of Mobility Product Line Strategy Leadership Award' at Frost & Sullivan's 2019 Intelligent Mobility Awards Banquet. The Hour plant was awarded with Best Supplier Award by Tractors and Farm Equipment Limited (TAFE) India for achieving Zero PPM consistently in 2019.

Schaeffler India Pune received the Best Supplier award for Zero Warranty and Zero PPM for 2018 from FCA India. The Company continues to make strategic investments and incurred capex of Rs 3200 million in 2019.During the FY2020 the company invested Rs 2434 million towards CAPEX.

These investments are for expanding plant buildings at Talegaon & Savli and increasing the company's engineering capabilities.

During the year Schaeffler India won the CII's Supply Chain and Logistics Excellence (SCALE) Award'2020. The company started the Gurgaon Consolidation and Distribution Centre (GCDC) development project Go-live is planned in February 2021.On account of the spread of COVID19 the Government of India had imposed a complete nation-wide lockdown on March 24 2020 leading to shut down of the Company's manufacturing facilities and logistics operations.

Since then, the Government of India had progressively relaxed lockdown conditions and allowed most of the industries and businesses to resume operations in a phased manner. The Company had resumed its manufacturing facilities post mandatory lockdown.

In FY'21 Large bearing refurbishment center was inaugurated in Jamshedpur in partnership with Premier Bearings India Limited a leading authorized distribution partner for Schaeffler India. The Company revitalized its engineering competency across the value chain.

This enabled in further widening customized product solutions. It expanded the distribution network in domestic market and entered the neighboring countries of Nepal Bangladesh and Sri Lanka to help grow the customer base. It focused efforts to reconnect with dormant customers and resolve their issues led to new businesses especially in power transmission

segment. It expanded the horizons and entered new growth sectors including robotics construction equipment escalators elevators forklifts food and beverages defense aerospace and mineral processing.

It received breakthrough orders received for transmission application from the tractor and construction sectors. It received new launches like OPTIME Smart Check and ProLink from the market. It increased demand in both existing and new export market.

In 2021 the Company won significant order book in the PV CV and tractor segments for clutch and transmission solutions as well as wheel bearings. Additionally, it came across long-term business opportunities in the chassis and engine segment for key relevant products. It won significant orders for Sealed Spherical Roller Bearings for the material handling segment in the domestic market.

In the overseas markets it received order for Track Roller Bearings for the metal segment. It expanded product range in Automotive aftermarket segment to include radio coolant for sub-zero temperature markets universal cross joint push type clutch for CVs among others. In addition, it launched shock absorbers that helped diversify the portfolio.

ORGANISATIONAL STRUCTURE
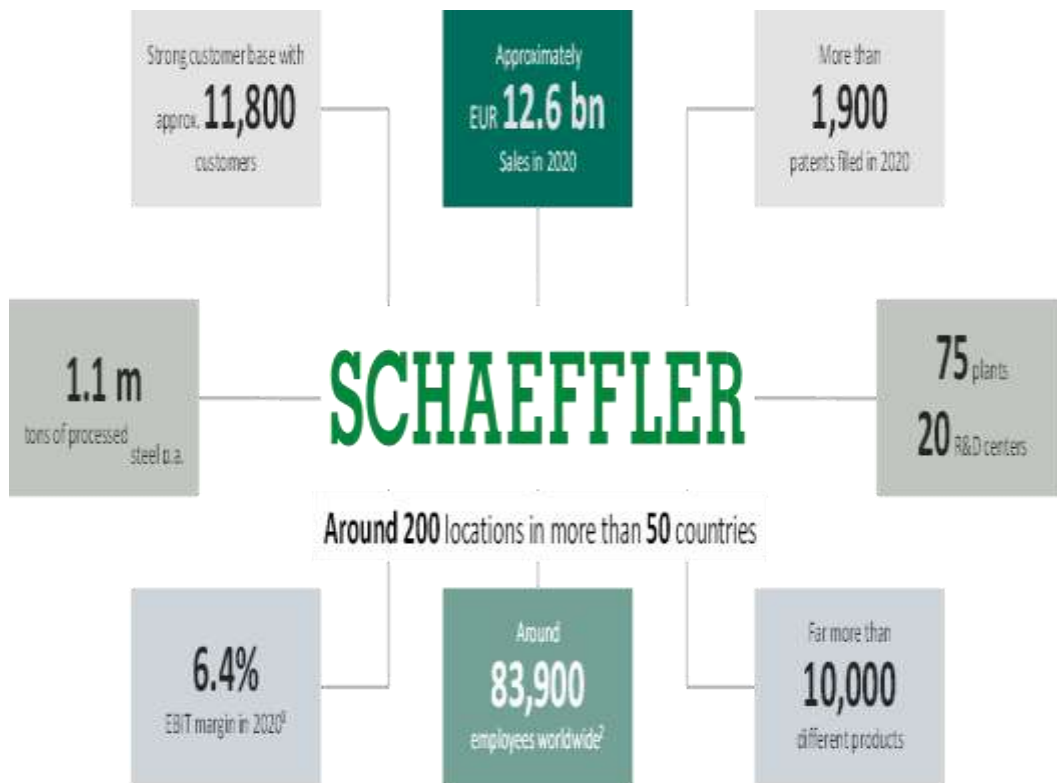
The Schaeffler Group (also referred to as "Schaeffler" below) is a global automotive and industrial supplier. Employing a workforce of approximately 83,900 the company develops and manufactures high-precision components and systems in engine, transmission, and chassis applications, as well as rolling and plain bearing solutions for a large number of industrial applications.

These include innovative and sustainable technologies both for vehicles with only an internal combustion engine and for hybrid and electric vehicles, as well as components and systems for rotary and linear movements, and services, maintenance products, and monitoring systems for a large number of industrial applications. Additionally, the company provides repair solutions in original-equipment quality for the automotive spare parts market worldwide.

The Schaeffler Group is characterized by a three-dimensional organizational and leadership structure which differentiates between divisions, functions, and regions.

Strong performance in fiscal year 2021 in a volatile environment

In his report, Klaus Rosenfeld discussed the company's development and performance over the past year as well as the strengthening of its position as an integrated automotive and industrial supplier. The Schaeffler Group's results were buoyed by the encouraging performance of the Automotive Technologies division, which grew 4 percentage points faster than the global automobile production of passenger cars and light commercial vehicles.

Additionally, the Automotive Aftermarket division benefited from strong sales growth and rising demand for individual mobility. The encouraging overall results are also attributable to the Schaeffler Group's diversified set-up and, in particular, to the strong performance of its Industrial division which reported double-digit growth rates in all regions in 2021, thus increasingly contributing to the company's strong overall performance. Our diversified set-up once again contributed to the strong free cash flow generation in a year marked by volatility.

Corporate strategy focuses on sustainability and digitalization

In executing the corporate strategy, the key levers of sustainability and digitalization are of key significance to all areas of the company. In October 2021 and following extensive preparations, the company had set itself the target of becoming climate neutral by 2040. A clear plan with milestones and measurable interim goals for the various years has since been specified.

We pioneer motion: The Schaeffler story

Schaeffler has been moving the world for over seven decades. It all began 75 years ago, when two brothers, Wilhelm and Georg Schaeffler, set up the company Industry GmbH in Herzogenaurach. This was the "big bang" moment that would ultimately give rise to a leading global automotive and industrial supplier with over 83,900 employees. In time, three independently successful companies – INA, LuK, and FAG – would come together to create a global technology leader with the DNA of a family business.

Milestones in the history of a technology leader
INA, LuK, and FAG developed along their own trajectories over many decades, each with specific expertise in different aspects of motion. Today, these three brands are united as part of the Schaeffler Group. Here are some of the milestones along the way from Industry GmbH, which laid the

foundation stone of INA 75 years ago, to today's publicly listed family company.

- It all started with two brothers: Dr. Wilhelm (1908-1981) and Dr.-Ing. E.h. Georg (19171996) Schaeffler. Together, the business school graduates founded Industry GmbH in Herzogenaurach in 1946. The shareholders' agreement establishing the company was dated November 30, 1946. While Wilhelm Schaeffler focused on textile production, his brother Georg made a name for himself as a tireless inventor. The cage-guided needle roller bearing, for which a patent application was filed in 1950, was his idea.

- Schaeffler still has its headquarters in Herzogenaurach. Other company locations also have a long history behind them. Over the decades since the 1950s, the company gained new branch establishments as it opened new plants and entered into joint ventures. Today, there are approximately 200 Schaeffler locations, in over 50 countries around the world.

- With pioneering spirit into the future Cage-guided needle roller bearing, diaphragm spring clutch, ball bearing mill: three pioneering achievements that defined the future of mobility and motion. All three embody high-precision volume production, as well as the expertise of three firms that operated independently for many years: INA, LuK, and FAG. A film about inventiveness and the will to innovate.

- Today we talk about "intelligent simplicity"– a principle the cage-guided needle roller bearing has embodied since 1950. It is lightweight, compact, and reliable. It was the brainchild of company founder, Dr.-Ing. E.g., Georg Schaeffler, and it would make INA a global player.

- In 1950, Georg Schaeffler filed a patent application for his new idea for a needle cage in which the rolling elements are guided parallel to the axle. In the course of that year, the cageguided needle roller bearing was developed from prototype to production readiness. Today, needle roller bearings are used in the automotive industry, as well as in general mechanical engineering and gearbox construction. In e-mobility, needle roller bearings are vital to the proper functioning of numerous electrified transmission systems.

Leading ahead as we shape the future of mobility and motion

Schaeffler India provides innovative technologies, products and services to make mobility efficient, intelligent and sustainable. Today, we are a partner of choice for India's biggest original equipment manufacturers (OEMs), new age players and retail customers. We bring reliable offerings and solutions across our three segments of Industrial, Automotive Technologies, and Automotive Aftermarket.

Business Segments of Schaeffler India Limited

The company develops and manufactures customer solutions for internal combustion engines, hybrid drives, and electric drives. Products include hybrid and electric drive systems, chassis systems, transmission systems, etc., for tractors, commercial vehicles, and passenger vehicles.

This division offers a wide range of bearing solutions, from high-speed and high-precision bearings with small diameters to large-size bearings that are several meters wide. Co. focuses on smart products and on connecting components for a wide sartorial range.

Its products include Maintenance services, Mechatronics, Digital services, rolling and plain bearings, etc. and it caters to railways, industrial automation, 2 wheelers, power transmission, etc.

This segment of the automotive industry provides solutions for the global spare parts business and delivers repair solutions that meet original-equipment quality standards.

Products include replacement parts for transmissions, engine components, etc., as well as intelligent solutions for repair and service points, etc.

It caters to repair garages, retail markets, fleet workshops, etc.

Special Machinery is a division of Schaeffler that specializes in building new production machinery and upgrading existing equipment across Schaeffler Plants. In 2020, Special Machinery was expanded with a new facility at Maneja, Vadodara. The facility has a total assembly area of 1600 square meters.

The company is one of the leading suppliers for many top OEMs in India.

Revenue Mix of Schaeffler India in 2020Segment-wise:

Eighty percent of the text is about mobility components and related solutions, while the other twenty percent covers a range of other topics.

Geography-wise:

Domestic: The vast majority 89%
Overseas: A small minority 11%
The company updates the technology at its factories to produce high-quality products.
Its production facilities are located in Vadodara and Savli in Gujarat, Puna (Maharashtra), and Hosur (Tamil Nadu).

The company operates two research and development centers, and dedicates approximately two percent of its total revenue to research and development initiatives. It is currently completing a capacity expansion at its Savli plant, which will bolster its capabilities in research and development and innovation.

The company is part of the Schaeffler Group, which is a leading global automotive and industrial supplier. The company has been in business for over 70 years and is known for manufacturing high-precision components and systems for engine, transmission, and chassis applications in the automotive industry. It has operations in 200 locations worldwide, with 75 production facilities in 22 countries, 22 R&D centers, and around 85,000 employees. The group has been granted over 26,000 patents as of 2020.
During 2018, the company completed the merger of INA Bearings India Pvt Ltd and Luk India

Pvt Ltd with the company. The shareholders of Luk and INA were issued equity shares of Schaeffler India as per the scheme of amalgamation. The company's paid-up equity share capital increased from ~17 crores to ~31 crores post the amalgamation.

III.   CHAPTER – 3
LITERATURE REVIEW

1.   **Ms. Dimple Assit. Professor in Commerce, Govt. P.G College, Ambala Cantt. Volume 4 Issue 4, April 2017:**

The term "training" indicates the process involved in improving the attitudes, skills and abilities of the employees to perform specific job. Training helps in updating old talents and developing new ones. "Successful" candidates placed on the jobs need training to perform their duties effectively.

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives:

- Individual Objectives – These objectives are helpful to employees in achieving their personal goals, which turn enhances the individual contribution to the organization.

- Social Objectives – Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society.

- Organizational Objectives – Organizational objectives assist the organization with its primary objective by bringing individual effectiveness.

- Functional Objectives – Functional objectives are maintaining the department's contribution at a level of suitable to the organization needs. Employee Development = Employee education + employee skill + training effectiveness + employee quality of work life.

Rama Krishna et al (2012): have studies that Human Resource Development department has to plat a more proactive role in shaping the employees to fight out the challenges. The banks not only have to make plans and policies Abd devise strategies. A sample of 85 employees covering all Canera Bank Branches in Kurnool Distt has been considered for the study at random. The study revealed that the employees have attended more training and development Programme. Employees strongly agreed about the necessity of training and development programmed, majority of the employee rates trainer's production as good employees rated trainers creating learning atmosphere and employees given overall rating for training and development programmed.

2. Mediterranean Journal of Social Sciences MCSER Publishing, Rome-Italy, Vol 6 No 1 January 2015:

Michel Armstrong has said that "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job".

(Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed., 2001) Edwin B Flippa has defined as, "Training is the act of increasing knowledge and skills of an employee for doing a particular job."

(Source: Personnel Management, McGraw Hill; 6th Edition, 1984) The term 'training' Points the process involved in increasing the aptitudes, skills, Knowledge abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'.

(Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000, p.189)

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization.

Cases and Banchan narrates that (2007), the different Viewed to training and development need to be explored. It has come to their attention by their own preferred model and through experience with large Organizations. The current traditional training continuously facing the challenges in the selection of the employees, in maintaining the uncertainty related to the purpose and in introducing new tactics for the environment of work and by recognizing this, they advising on all the problems, which reiterates the requirement for flexible approach.

Usually, the managers have the choice to select the best training and development programmed for their staff but they always have to bear in mind that to increase their chances of achieve the target they must follow the five points highlighted by Miller and Desmarais (2007).

Davenport (2006), mentioned in his study that it's easy to implement strategy with the internet supported software. Some of the Training theories can be effective immediately on the future of the skill and developments. The "content" and the "access" are the actual factors for the process.

It is a representation itself by the Access on main aspect what is effective the adopted practice in training development. As per the recent theories to access the knowledge is changing from substantial in the traditional to deliver the knowledge for the virtual forms to use the new meaning of information with electronic learning use.

3. Mr. Mohammad Shahab Uddin, Assistant Professor, Department of Management Studies, University of Chittagong:

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. Human resources, are the most valuable assets of any organization, with the machines, materials and even the money, nothing gets done without manpower (**Olaniyan & Ojo, 2008).**

So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization U.S. organizations alone spend more than $126 billion

annually on employee training and development (**Anguini's& Kraiger, 2009**).

Training activities provide benefits for individuals, teams, and organizations that improve a nation's human capital, which in turn contributes to a nation's economic growth (**Anguini's& Kraiger, 2009**).

The main objectives of staff training and development are to improve the qualities of the trainee, formulation of objectives for different needs and ways of achieving it (**Olaniyan & Ojo, 2008**).

It is very difficult for an employee to perform well at the job place without any pre-training. Trained employees perform well as compared to untrained employees (**Garavan, 1997**). Training and development increase the overall performance of the organization (**Shepard, Jon et al, 2003**) Several studies conducted in European countries have documented the impact of training on organizational performance. **Arag ´ on-S´anchez et al. (2003)** investigated the relationship between training and organizational performance by distributing a survey to 457 small and medium-size businesses in the United Kingdom, the Netherlands, Portugal, Finland, and Spain. **Ubeda Garc´ıa (2005)** conducted a study including 78 Spanish firms with more than 100employees. This study related organizations' training policies (e.g., functions assumed by the training unit, goals of the training unit, nature of training, and how training is evaluated) with four types of organizational-level benefits: employee satisfaction, customer satisfaction, owner/shareholder satisfaction, and workforce productivity (i.e., sales per employee). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (**Carlos A. Primo Braga, 1995.**)

4.**International Journal of Business and Management Review Vol.4, Issue 9, pp.1-23, November 2016, Published by European Centre for Research Training and Development UK (www.eajournals.org):**
Training Definitions: There are several definitions of training, however researcher will mention below to advanced definitions of training: Training could is defined as a set of activities which react to present needs and is focused on the instructor and contrasts with learning as a process that focuses on developing individual and organizational potential and building capabilities for the future (Reynolds, 2004). According to Azara Shaheen & other (2013).

Training is considered as the process of improving the existing skills, knowledge, exposure, and abilities in an individual. According to Saleem and Mehwish (2011) training is an organized increase from the know - how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in underling situation. Moreover, it also enhances the capabilities of panel of employees in very effective way by motivating them and transforming them in to well organize and well - mannered, that ultimately affects the performance of organization. Laing (2009) defines training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers.

However, he adds one thing more that it (training) extends the production of the organization. Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions. There is therefore a continual need for the process of staff development, and training fulfils an important part of this process. Training should be viewed therefore as an integral part of the process of total quality management (Sabir, 2014).

IV.   CHAPTER – 4
RESEARCH METHODOLGY
OBJECTIVE OF THE STUDY Primary Objectives
•To understand the effectiveness of training and development in ITS SOLUTIONS.

Secondary Objectives
- To analyze how the training helps the organization development.
- To utilize whether employees satisfied with current training method.
- To find and analyze the views of the participants and superior on the training.
- To analyze the training method used to the employee and how they are evaluated.

Research Design
- Research design is a link between what has been establishes shed and what needs to be done in conducting the study to achieve the goal. Descriptive research design was the research h design used in this study.

SAMPLING SIZE:

METHOD OF DATA COLLECTION
Primary Source

• Primary data refers to the data that was collected first hand, directly from the source. This consisted prelimarily of interviews and discussions with the managers, employees. The main data was collected through structured undisguised questionnaire.

Secondary Source

• Secondary data refers to the data that was previously collected by others for another purpose. It includes:

• Company Website.

• Internet.

• Manuals and Research Papers and Books.

V.   CHAPTER – 5
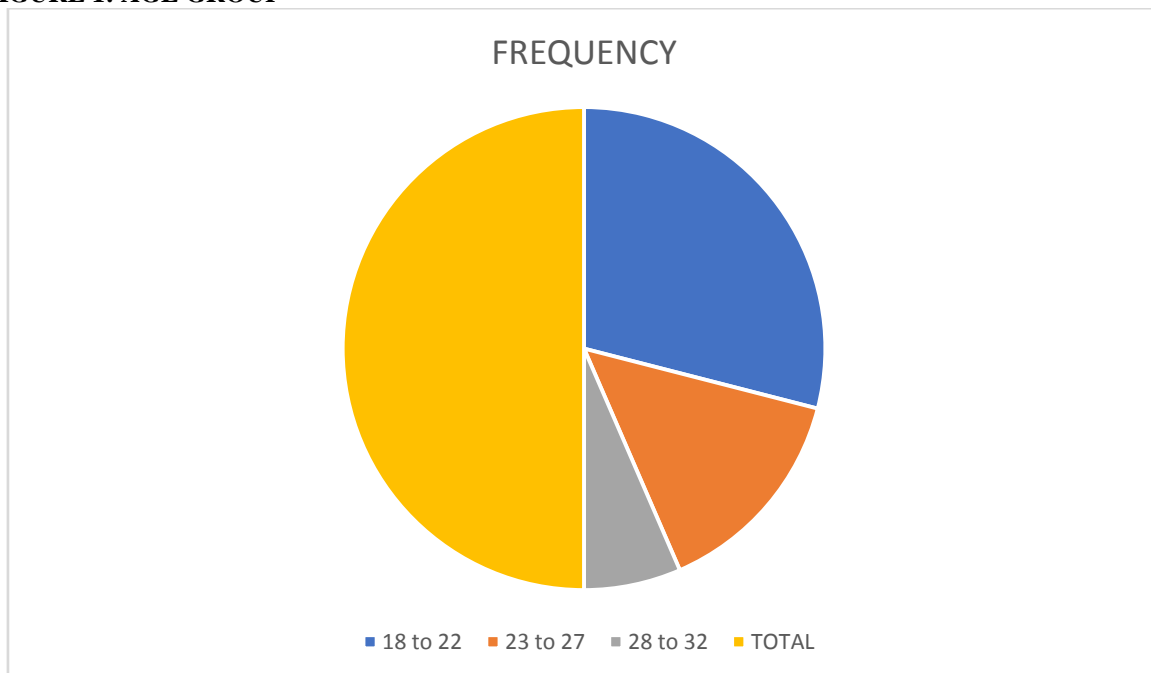### DATA ANALYSIS AND INTERPRETATION
1 Table No.1: AGE DISTRIBUTION OF RESPONDENTS
n=63

AGE	FREQUENCY	PERCENTAGE
18 to 22	58	60.32%
23 to 27	29	34.92%
28 to 32	13	4.8%
TOTAL	100	100

Figure 1:

FIGURE 1: AGE GROUP

INTERPRETAION: Out of total 63 respondents 38 (60.32%) of the respondents are in the age-group of 18-22 years, 22 (34.92%) of the respondents are in the age-group of 23-27 years, 3 (4.76%) of the respondents are in the age-group of 28-32 years. Hence it can be seen that majority of the respondents are in the age-group of 18 to 22 years.

2 Table 2: Like to attend training program.

| Like to attend training program	No. of Respondents N= 100	Percentage
Yes	99	99%
No	1	1%
	100	**100%**

Figure 2:

Interpretation:

In Table 2 and Figure 2, 99%of the respondents agree that they like to attend training program and 1% of the respondents does not like to attend training program for their necessary performance.

3. Table 3: Meaning of Training

| Meaning of Training	No. of Respondents N= 100	Percentage
Learning	11	11%
Enhancement	2	2%
Sharing Information	5	5%
Knowledge and Skills	82	82%
	100	**100%**

Figure 3:
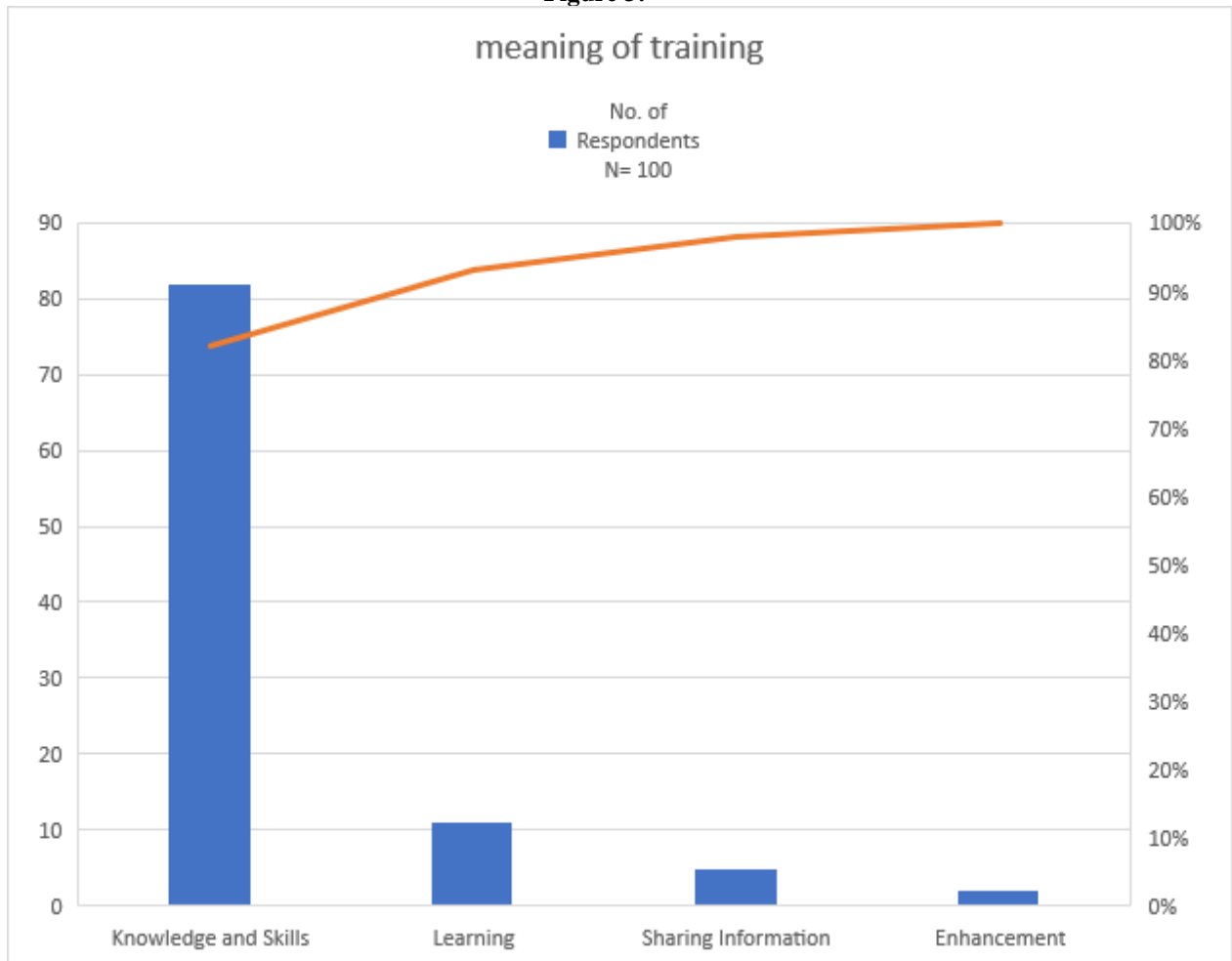
Interpretation:

In Table 3 and Figure 3, 82% of the respondents agree that training means it is knowledge and skills, 11% of the respondents agree that training means learning, 5% of the respondents agree that training for them is sharing information and 2 % of the respondents agree that training is enhancement of their knowledge and skills necessary for their performance.

4 Table: 4 Training program is essential for both new employees and existing employees.

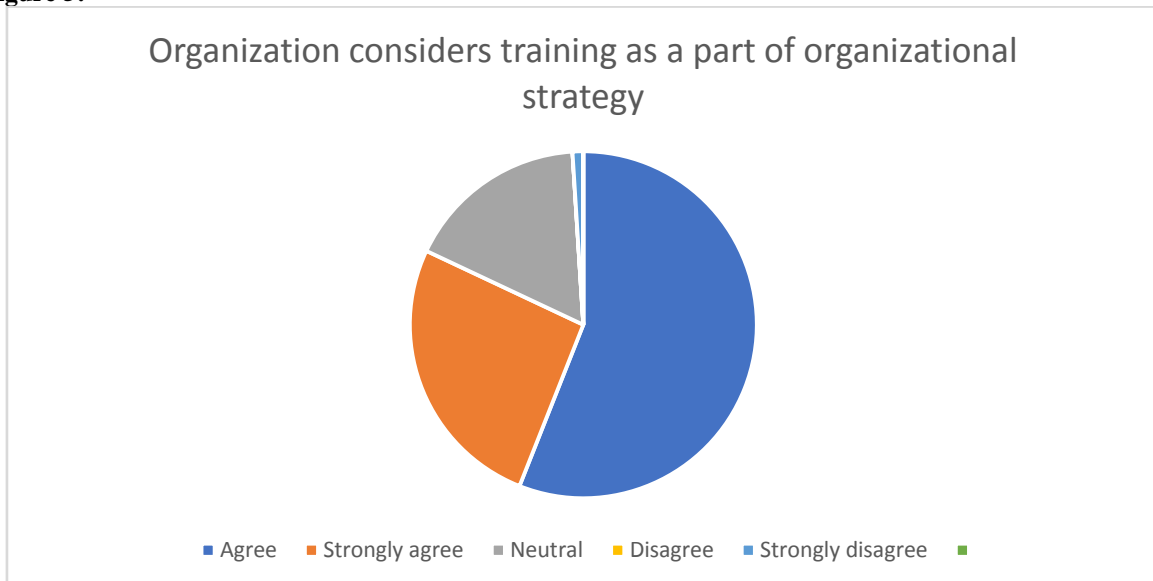| Training program is essential for both new employees and existing employees	No. of Respondents N= 100	Percentage
Yes	89	89%
No	11	11%
	100	**100%**

Figure –4
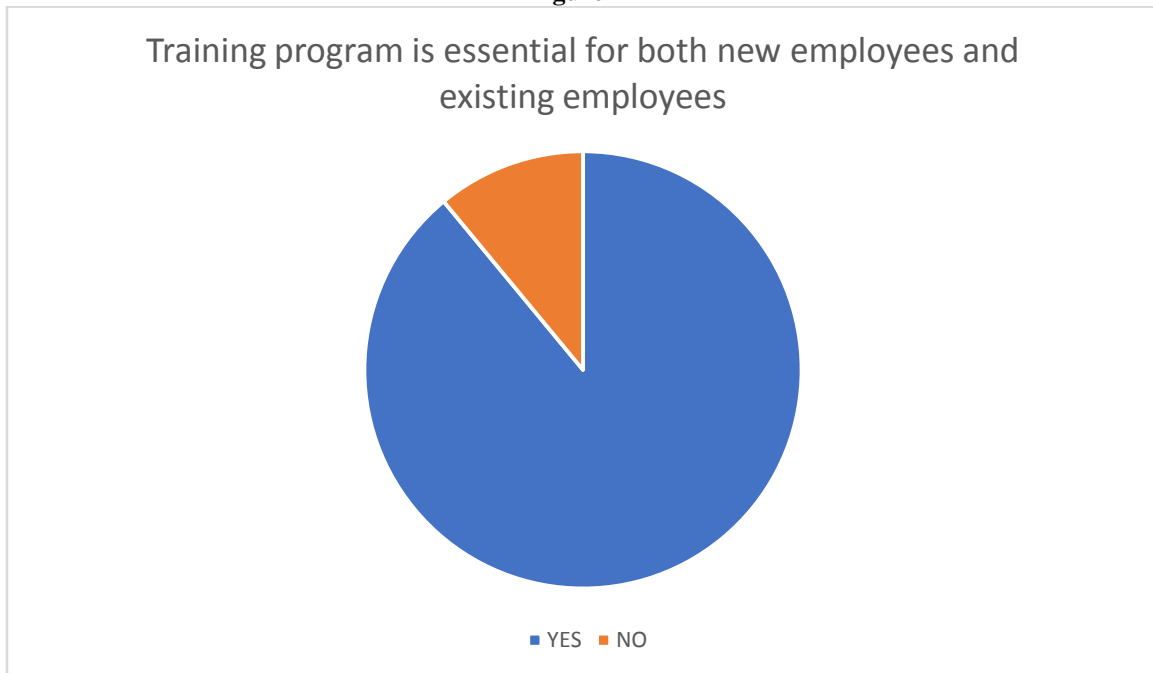
Interpretation:

In Table 4 and Figure 4, 89% of the respondents agree that training program is essential for both new employees and existing employee, 11% of the respondents does not agree with the statement.

5. Table 5: Organization considers training as a part of organizational strategy.

Organization considers training as a part of organizational strategy	No. of Respondents N= 100	Percentage
Agree	56	56%
Strongly agree	26	26%
Neutral	17	17%
Disagree	0	0%
Strongly disagree	1	1%
	100	**100%**

Figure 5:

Organization considers training as a part of organizational strategy

■ Agree ■ Strongly agree ■ Neutral ■ Disagree ■ Strongly disagree ■

Interpretation:
In Table 5 and Figure 5, 82% of the respondents strongly agree that training is a part of organizational strategy, 17% of the respondents neutral in their opinion and 1% of the respondents not agree with this statement.

6. Table 6: Training is well planned in your organization.

Training is well planned in your organization	No. of Respondents N= 100	Percentage
Yes	96	96%
No	4	4%
	100	**100%**

Figure 6:

TRAINING IS WELL PLANNED IN YOUR ORGANIZATION

■ YES ■ NO ■ ■

Interpretation:
In Table 6 and Figure 6, 96%of the respondents agree that training is well planned in their organization, 4% of the respondents does not agree that it is well planned.

7. Table 7: Training programs are conducted in your organization oftenly

| Training programs are conducted in your organization often	No. of Respondents N= 100	Percentage
Every month	73	73%
Quarterly	19	19%
Half yearly	6	6%
Once in a year	2	2%
	100	**100%**

Figure 7:

Interpretation:
In Table 7 and Figure 7, 73% of the respondents agree that every month training programs are conducted in their organization, 19% of the respondents agree that quarterly required training programs in their organization. 6% of the respondents agreed that training is required half yearly, and 2 % of the respondents agreed that once in a year they conduct training programs to their employees.

8 Table 8: Training program is compulsory for the employees to work better.

Training program is compulsory for the employees to work better	No. of Respondents N= 100	Percentage
Yes	99	99%
No	1	1%
	100	**100%**

Figure 8:

Training program is compulsory for the employees to work better

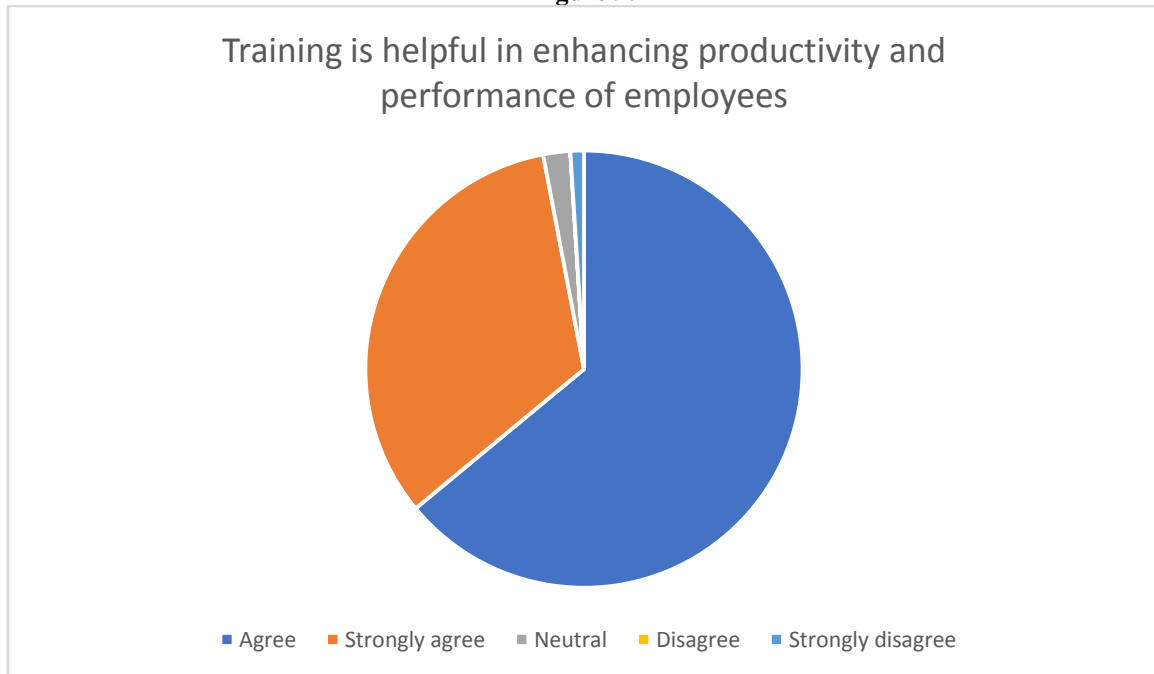■ Yes ■ No ■   ■
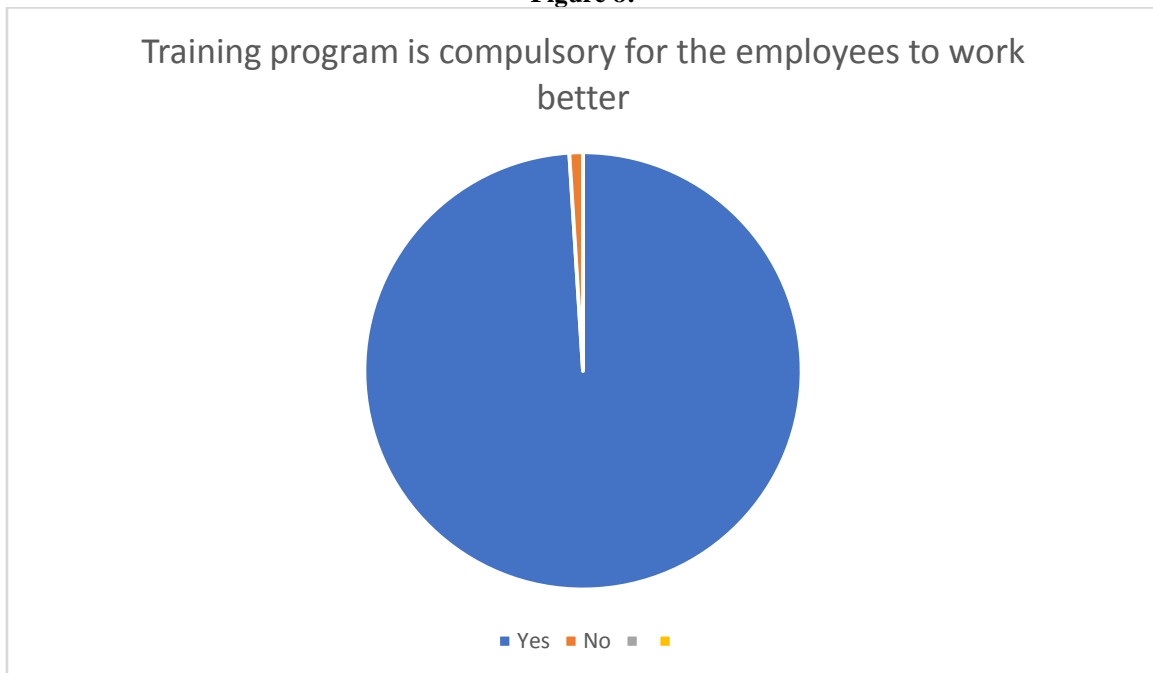
Interpretation:
In Table 8 and Figure 8, majority of the respondents agree that training program is compulsory for the employees to work better.

9Table 9: Training is helpful in enhancing productivity and performance of employees.

Training is helpful in enhancing productivity and performance of employees	No. of Respondents N= 100	Percentage
Agree	64	64%
Strongly agree	33	33%
Neutral	2	2%

Disagree	0	0%
Strongly disagree	1	1%
	100	**100%**

Figure 9:

Training is helpful in enhancing productivity and performance of employees

■ Agree ■ Strongly agree ■ Neutral ■ Disagree ■ Strongly disagree

Interpretation:

In Table 9 and Figure 9, 97% of the respondents agree that training is helpful in enhancing productivity and performance of an employee, 2% of the respondents neutral in their opinion and only 1% of the respondent disagree with the statement.

10 Table 10 Method of training is used in your organization.

| Method of training is used in your organization	No. of Respondents N= 100	Percentage
Coaching	65	65%
Job rotation	3	3%
Conference	17	17%
Role playing	5	5%
Others	10	10%
	100	**100%**

Figure 10:

Interpretation:

In Table 10 and Figure 10, 65% of the respondents agree that coaching is the method to use training in the organization. 17% of the respondent's agree that they consider conference as their training, 5% of the respondents agree that role playing is the method which they used for training and rest 3% agree that job rotation is the method which they use to their employees in the organization.

11 Table 11: Barriers to training and development in the organization

| Barriers to training and development in the organization	No. of Respondents N= 100	Percentage
Lack of interest	48	48%
Non availability of skilled trainer	10	10%
Lack of time	1	1%
Finance problem	5	5%
others	36	36%
	100	**100%**

Figure 11:
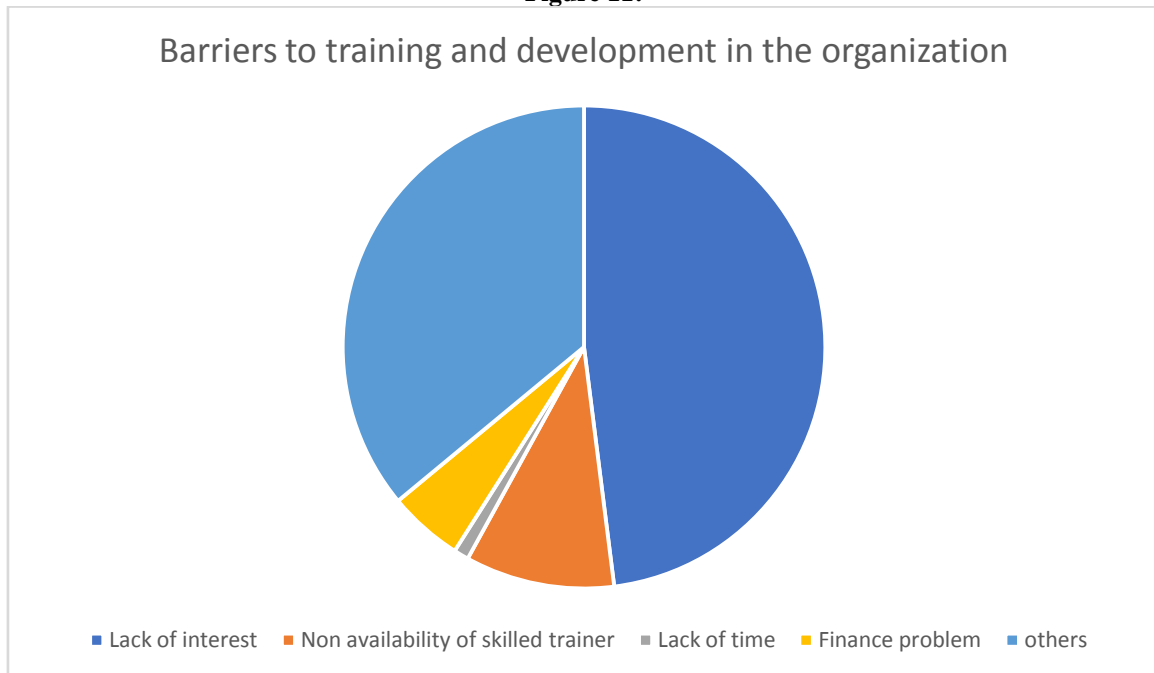
Interpretation:

In Table 11 and Figure 11, 48% of the respondents agree that lack of interest is the barrier for training and development in their organization. 10% of the respondents agree that barrier may be non-availability of skilled labors. 5% of the respondents may agree that finance is the barrier for training and development for their organization and rest of the respondents says it is due to some other factor.

12 Table 12: How long does it take to implement the trained process?

How long does it take to implement the trained process?	No. of Respondents N= 100	Percentage
Less than 1 month	20	20%
2-3 months	77	77%
4-5 months	3	3%
6 months	0	0%
	100	**100%**

Figure 12:

How long does it take to implement the trained process
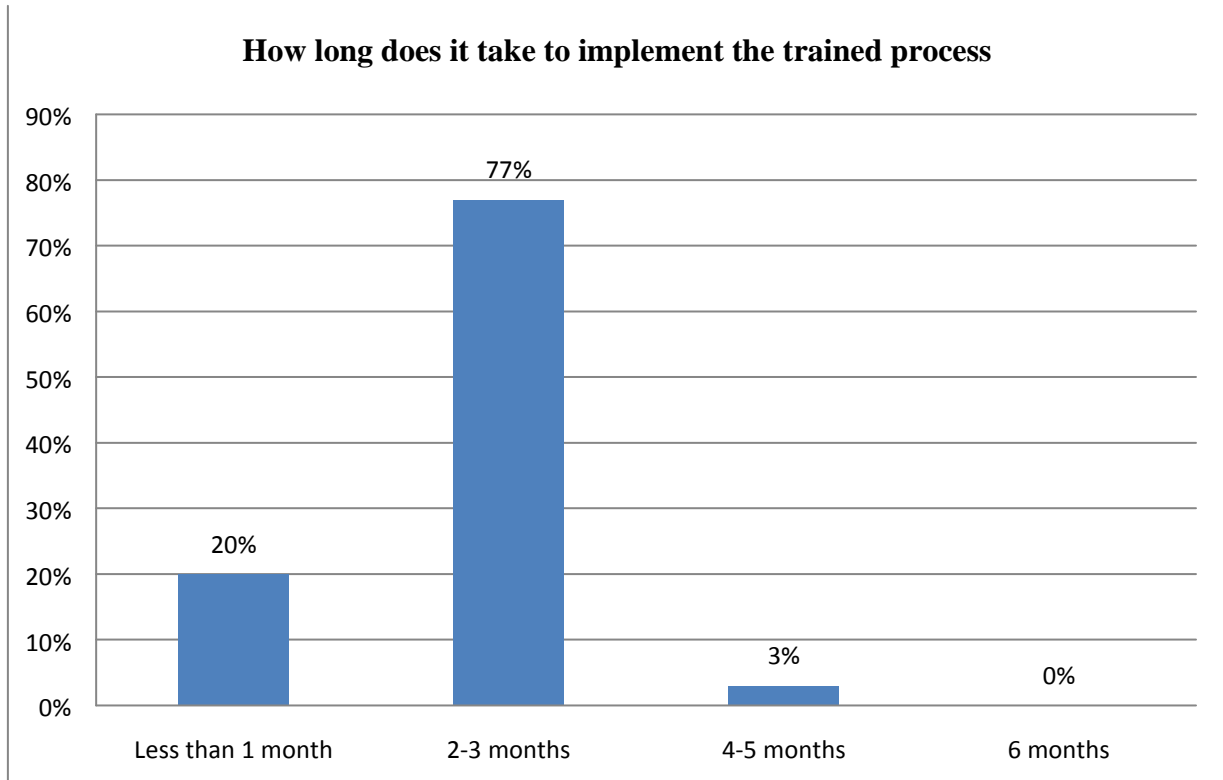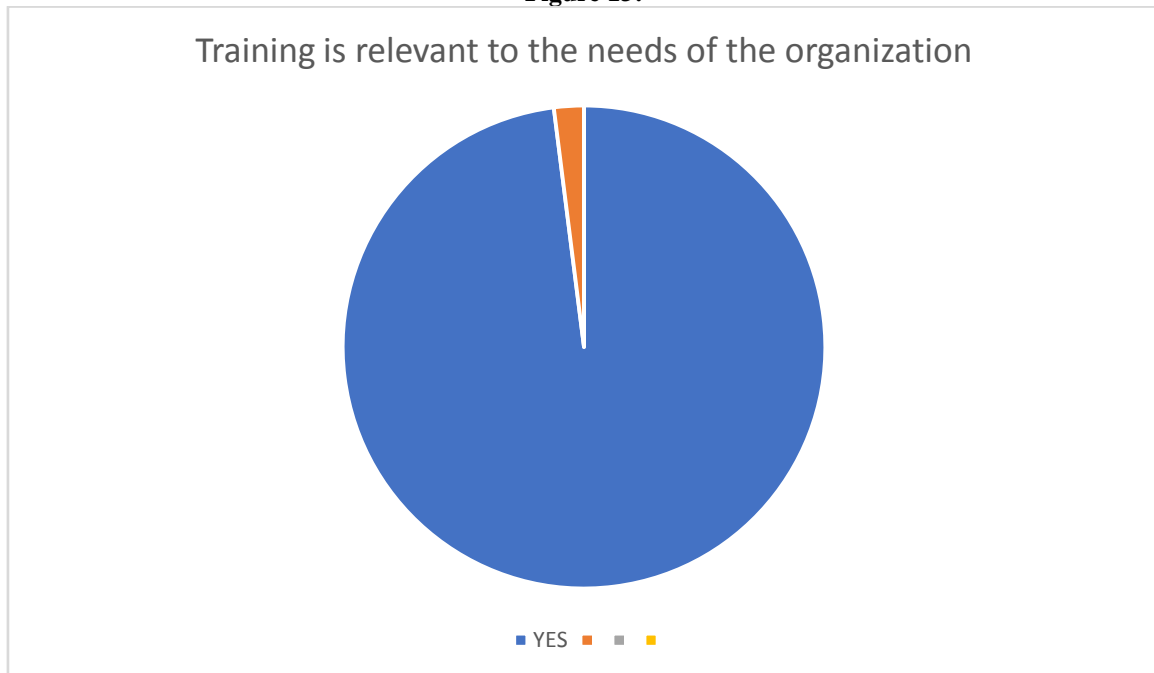
Interpretation:

In Table 12 and Figure 12, 77% of the respondents agree that within 2-3 months they need to implement training process, 20% of the respondents agree that they need minimum of one month for implementing training. 3% of the respondents agree that they need 4 to 5 months to implement training process in their organization.

13 Table13: Training is relevant to the needs of the organization.

Training is relevant to the needs of the organization	No. of Respondents N= 100	Percentage
Yes	98	98%
No	2	2%
	100	**100%**

Figure 13:

Training is relevant to the needs of the organization
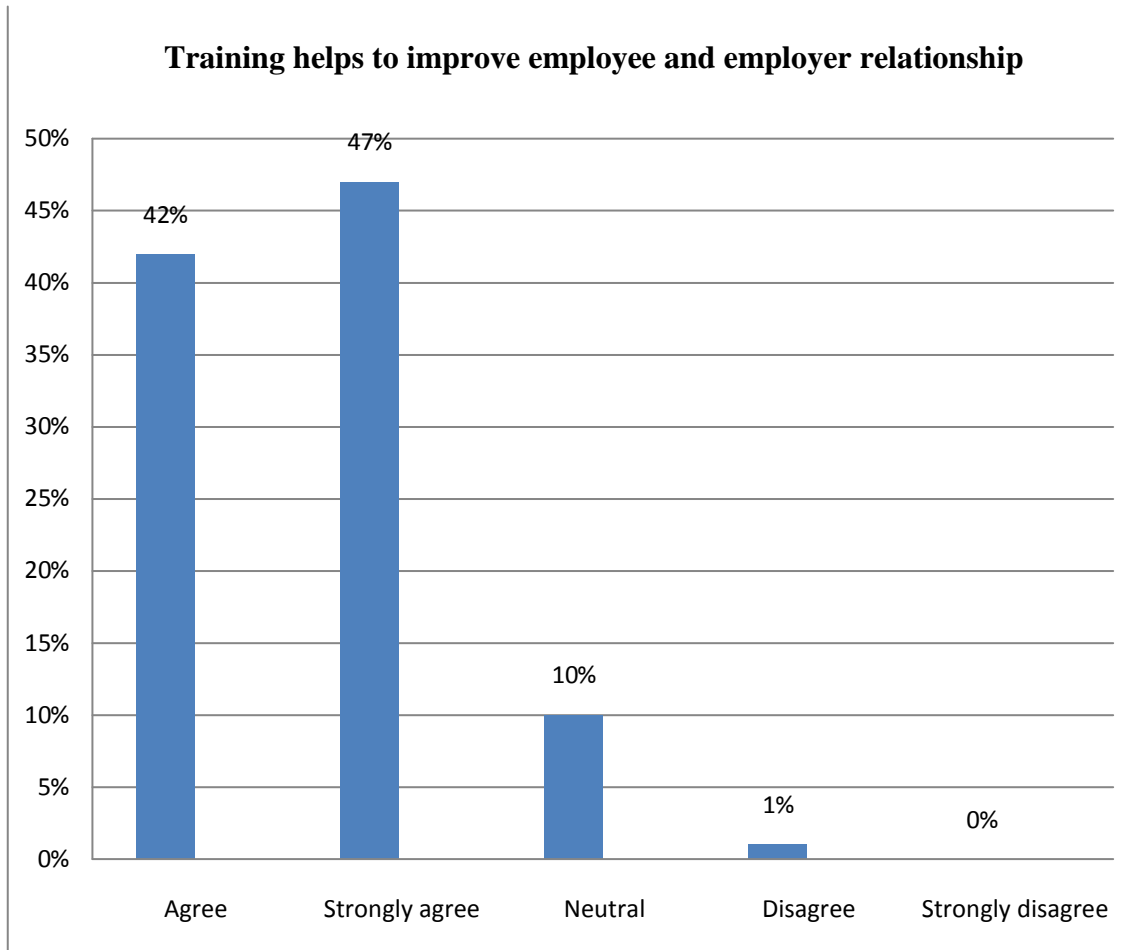
■ YES ■ ■ ■

Interpretation:

In Table 13 and Figure 13, majority of the respondents agree that training is relevant to needs of the organization.

14. Table 14: Training helps to improve employee and employer relationship.

Training helps to improve employee and employer relationship	No. of Respondents N= 100	Percentage
Agree	42	42%
Strongly agree	47	47%
Neutral	10	10%
Disagree	1	1%
Strongly disagree	0	0%
	100	**100%**

Figure 14:

Training helps to improve employee and employer relationship

Interpretation:

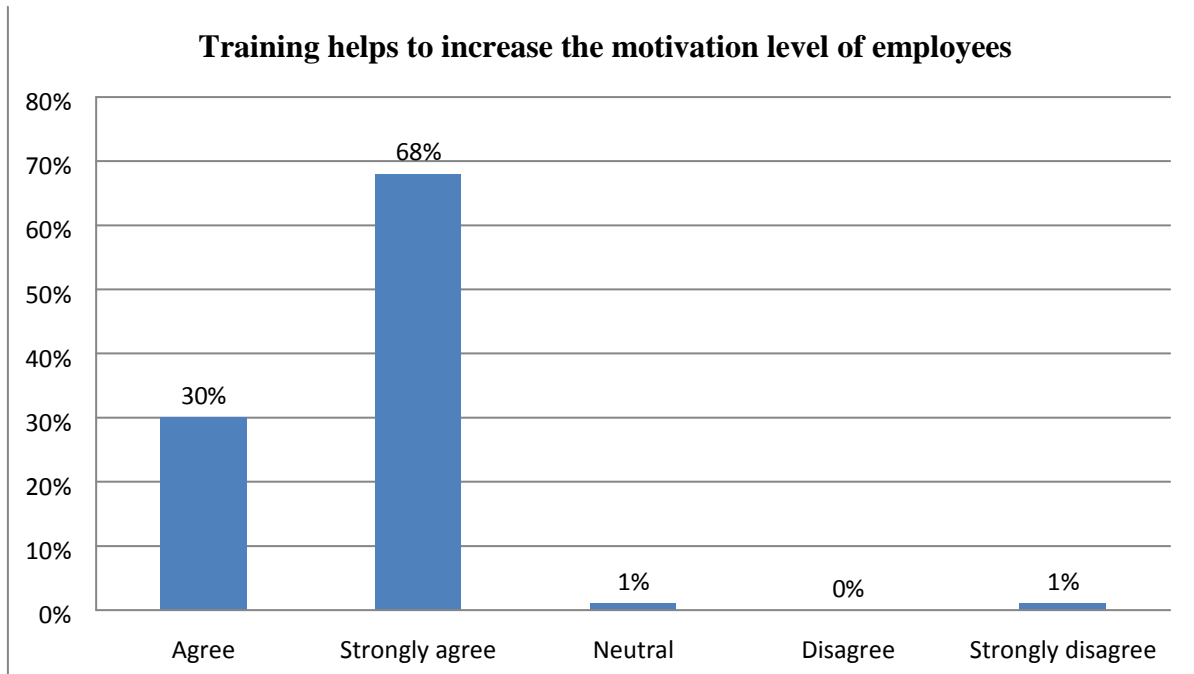In Table 14 and Figure 14, 89% of the respondents agree that training helps to improve employee and employer relationship, 10% of the respondents neutral in their opinion and only 1 % of the respondents disagree with this statement.

15. Table 15: Training helps to increase the motivation level of employees.

Training helps to increase the motivation level of employees	No. of Respondents N= 100	Percentage
Agree	30	30%
Strongly agree	68	68%
Neutral	1	1%
Disagree	0	0%

Strongly disagree	1	1%
	100	**100%**

Figure 15:

Training helps to increase the motivation level of employees

Interpretation:

In Table 15 and Figure 15, 68% of the respondents strongly agree that training helps to increase motivational level of the employees. 30% of the res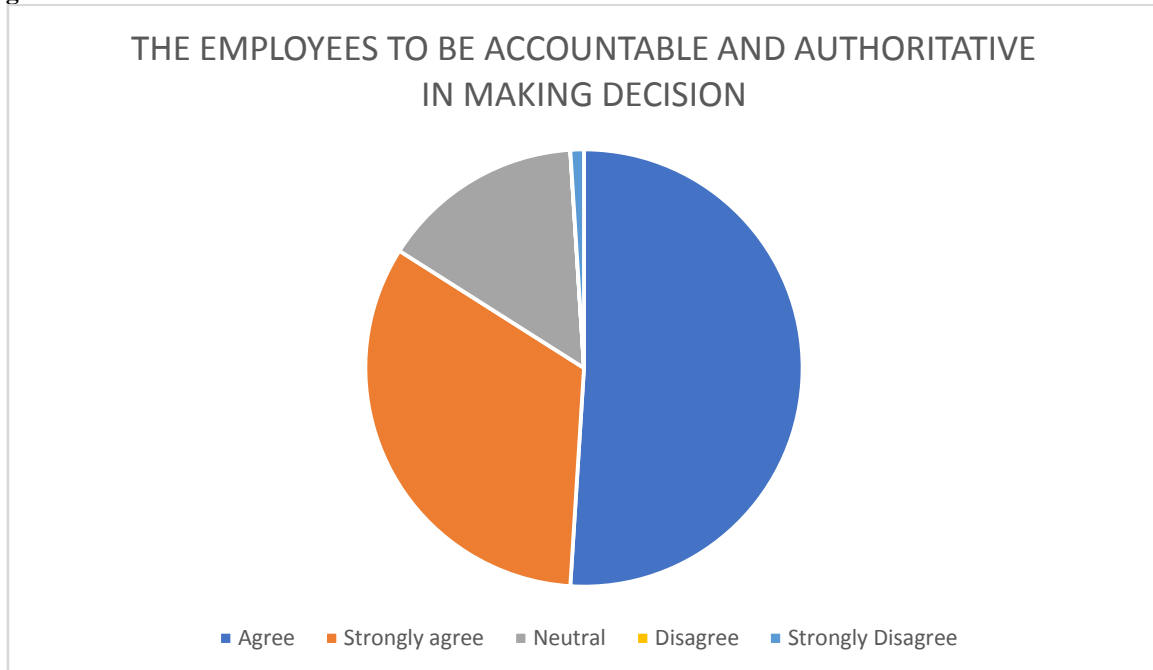pondents agree that it helps to improve employee and employer relationship, 1% of the respondents neutral in their opinion and only 1% of the respondents strongly disagree that it does not help to improve employee and employer relationship.

16. Table 16: Training program enable the employees to be accountable and authoritative in making decision.

Training program enable the employees to be accountable and authoritative in making decision.	No. of Respondents N= 100	Percentage
Agree	51	51%
Strongly agree	33	33%
Neutral	15	15%
Disagree	0	0%
Strongly Disagree	1	1%

	100	100%

Figure 16:

THE EMPLOYEES TO BE ACCOUNTABLE AND AUTHORITATIVE IN MAKING DECISION

■ Agree ■ Strongly agree ■ Neutral ■ Disagree ■ Strongly Disagree
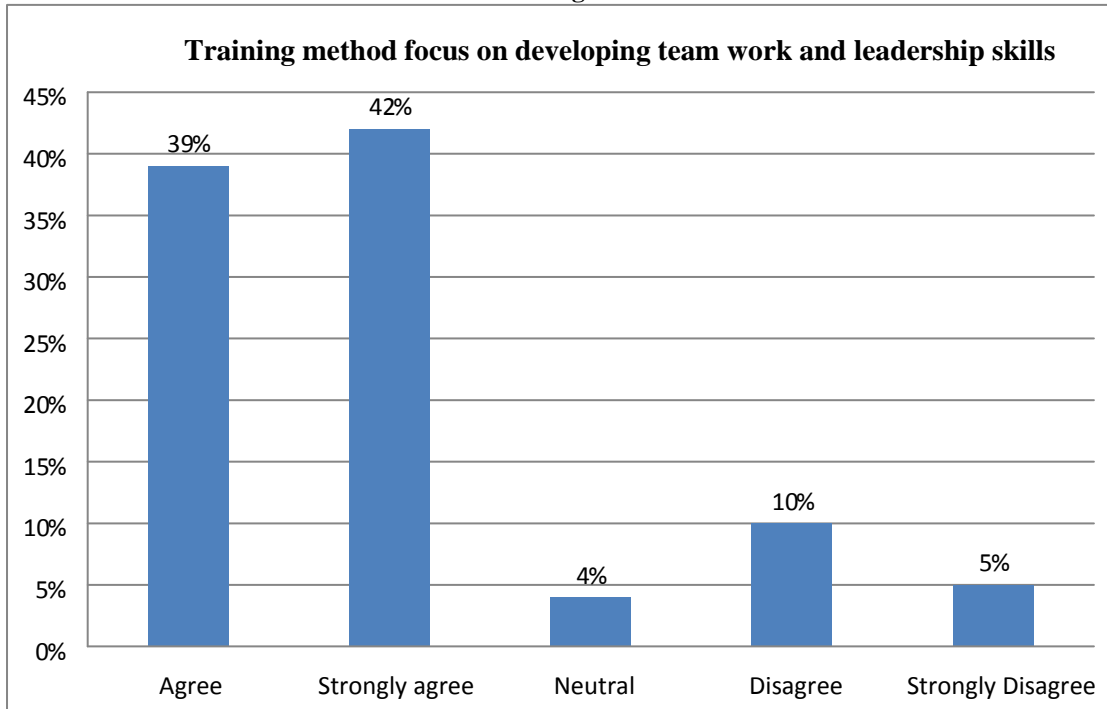
Interpretation:

In Table 16 and Figure 16, 51% of the respondents agree that training program enable the employees to be accountable and authoritative in making decision. 33% of the respondents strongly agree that training program enable the employees to be accountable and authoritative 15% of the respondents neutral in their opinion and only 1% of the respondent strongly disagree with the statement.

17. Table17: Training method focus on developing team work and leadership skills

| Training method focus on developing team work and leadership skills	No. of Respondents N= 100	Percentage
Agree	39	39%
Strongly agree	42	42%
Neutral	4	4%
Disagree	10	10%
Strongly Disagree	5	5%
	100	**100%**

Figure 17:

Interpretation:
In Table 17 and Figure 17, 81% of the respondents agree that training method focus on developing team work and leadership skills, 15% of the respondents not agree with the statement.

18. Table 18: Whether instructor response to trainees' doubts.

Whether instructor response to trainee's doubts.	No. of Respondents N= 100	Percentage
Agree	54	54%
Strongly agree	42	42%
Neutral	1	1%
Disagree	1	1%
Strongly disagree	2	2%
	100	**100%**

Figure 18:

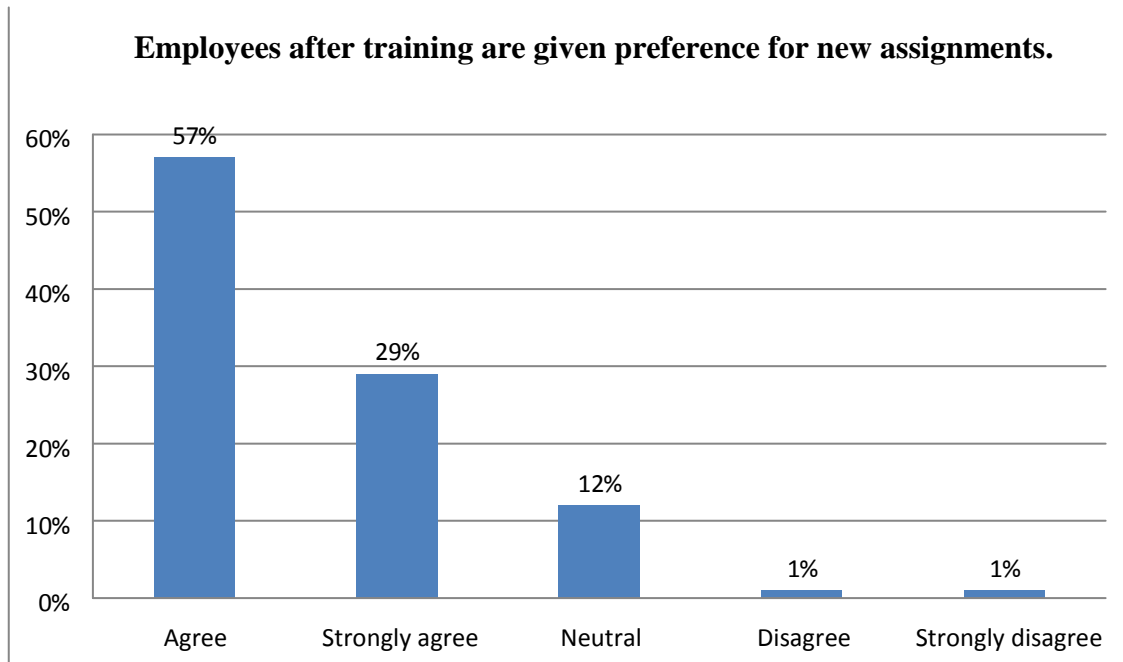**Whether instructor response to trainees' doubts.**
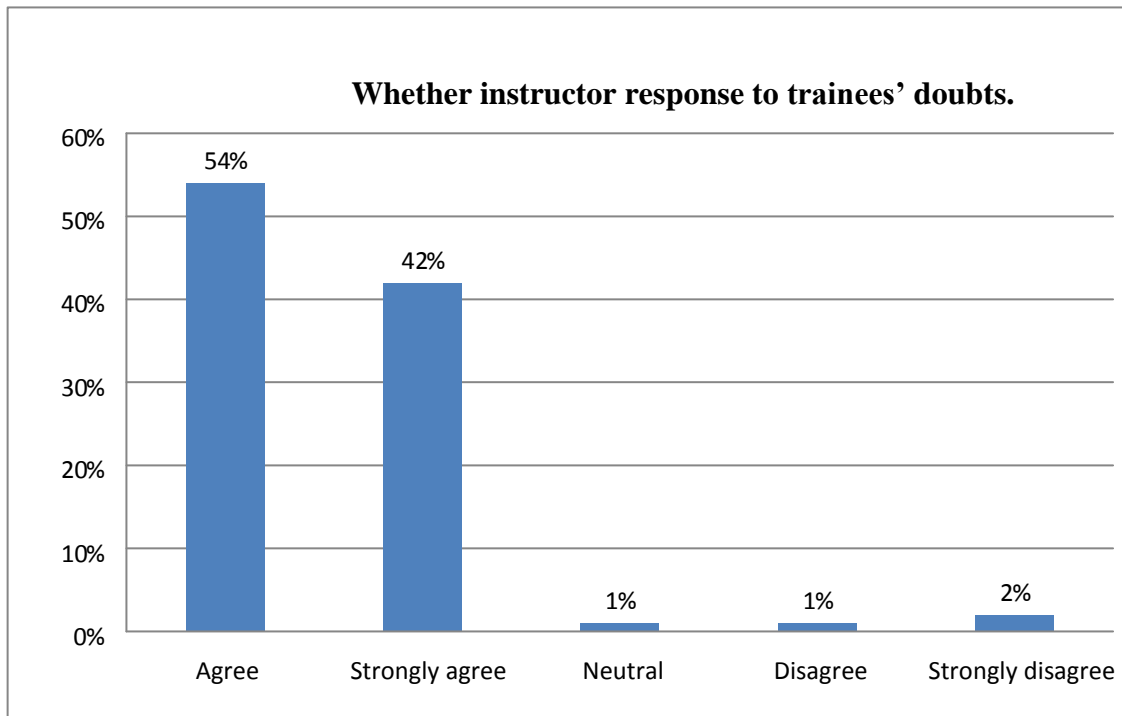
Interpretation:

In Table 18 and Figure 18, 96% of the respondents agree that instructor response to trainees doubts, 3% of the respondents are not agree that instructor will not response to trainees doubts.

19. Table 19: Employees after training are given preference for new assignments.

Employees after training are given preference for new assignments.	No. of Respondents N= 100	Percentage
Agree	57	57%
Strongly agree	29	29%
Neutral	12	12%
Disagree	1	1%
Strongly disagree	1	1%
	100	**100%**

Figure 98:

Employees after training are given preference for new assignments.

Interpretation:
In Table 19 and Figure 19, 86% of the respondents agree that employees after training are given preference for new assignments. 12% of the respondents are neutral in their opinion and 2% of the respondents are not agreeing with the statement.

20. Table 20: Are you satisfied with the effectiveness of training program

Are you satisfied with the effectiveness of training program	No. of Respondents N= 100	Percentage
Excellent	63	63%
Very good	28	28%
Average	8	8%
Poor	1	1%
	100	**100%**

Figure 20:

Are you satisfied with the effectiveness of training program

■ Excellent ■ Very good ■ Average ■ Poor
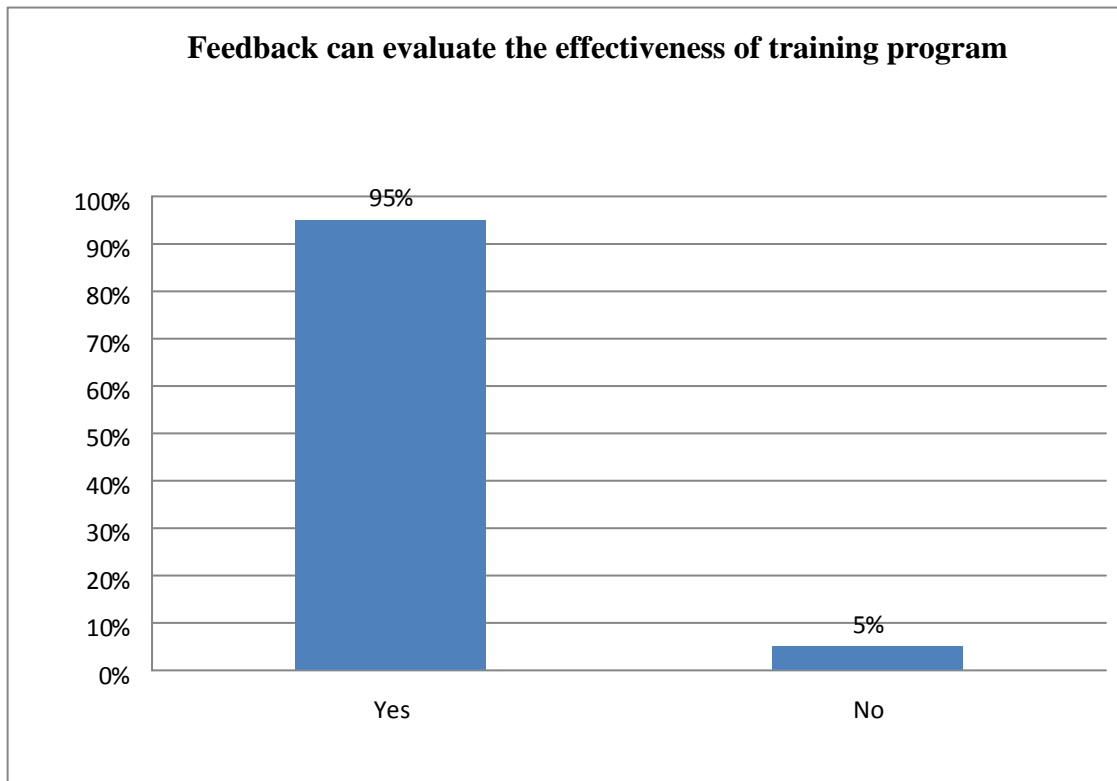
Interpretation:

In Table 20 and Figure 20, 63% of the respondents agree that effectiveness of training program is excellent, 28% of the respondents agree that effectiveness of training program is very good, 8% of the respondents agree that it is average and 1 % of the respondents agree that it is poor.

Table 21: Feedback can evaluate the effectiveness of training program

Feedback can evaluate the effectiveness of training program	No. of Respondents N= 100	Percentage
Yes	95	95%
No	5	5%
	100	**100%**

Figure 21:

Interpretation:
In Table 21 and Figure 21, 95% of the respondents agree that feedback can evaluate the effectiveness of training program and 5% of the respondents are not agree with this.

VI.   CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

Findings:
1. 99%of the respondents agree that they like to attend training program.
2. 82% of the respondents agree that training means it is knowledge and skills.
3. Majority of the respondents agree that training program is essential for both new employees and existing employee.
4. 82% of the respondents strongly agree that training is a part of organizational strategy.
5. Majority of the respondents agree that training is well planned in their organization.
6. 73% of the respondents agree that every month training programs are conducted in their organization.
7. Majority of the respondents agree that training program is compulsory for the employees to work better.
8. 97% of the respondents agree that training is helpful in enhancing productivity and performance of an employee.
9. 65% of the respondents agree that coaching is the method to use training in the organization.
10. 48% of the respondents agree that lack of interest is the barrier for training and development in their organization.
11. 77% of the respondents agree that within 2-3 months they need to implement training process in their organization.
12. Majority of the respondents agree that training is relevant to needs of the organization.
13. 89% of the respondents agree that training helps to improve employee and employer relationship
14. 68% of the respondents strongly agree that training helps to increase motivational level of the employees.
15. 51% of the respondents agree that training program enable the employees to be accountable and authoritative in making decision.
16. 81% of the respondents agree that training method focus on developing team work and leadership skills.

17. 96% of the respondents agree that instructor response to trainee's doubts.
18. 86% of the respondents agree that employees after training are given preference for new assignments.
19. 63% of the respondents agree that effectiveness of training program is excellent.
20. 95% of the respondents agree that feedback can evaluate the effectiveness of training program.

Findings from the Organization:
a. The environment of the organization must be very friendly which will help employees in satisfaction of the work and others factors.
b. The organization has many freshers from which they work very enthusiastically and there can be more productivity.
c. The relationship between the superior and subordinate is very good and this will bring the organization and employees to work in a good environment.
d. Organization provides employee opportunity to the people who are not properly educated or highly qualified.
e. The organization gives them proper training and improve them.

Suggestions:
1. Employees should decide and determine the training programs that they need so that they can work more effectively and efficiently, employees should decide some of the training they would like to undergo.
2. The HR department should conduct briefing and debriefing sessions for employees for training as to give them an idea as to why this training is been conducted and what they have to learn in the training program conducted and also after training completion they should take feedback as to how effective was the training so that the necessary improvements in training programs can be considered and implemented.
3. Apart from on-job training programs the HR Department should conduct constant value addition programs such as Time management, Stress management trainings, group dynamics, grievance redressal; these will help to add value and is also essential in today's business scenario.
4. Performance of every employee undergone training should be evaluated so as to get Improved quality of training activities, improve ability of the trainers to relate inputs to output know their understanding about the training programmed conducted

5. Training program should evaluate the abilities, competencies and potentials of the trainees for a particular job or work skills.
6. It should aim to narrow down the gap between expected level of performance and the actual level of performance.
7. It should provide new recruits or trainees a scientific pace for imbibing the knowledge and skills required to discharge their duties and responsibilities meaningfully and purposefully.
8. The company should conduct training programs at regular intervals, which helps the employees to enhance their knowledge for their current jobs.
9. The company should design the training program based on the current requirement, which includes development of technical skills, personality development, time management, computer knowledge etc.
10. The training session should be made more interactive and participative so that trainees and trainer are in constant interaction

Conclusion:
HRM is nothing but managing the human resource, from the date of recruitment till the retirement and each employee needs some training program to develop their skills and ability. Today we are living in a competitive world in order to survive among other factors, it is the employees who make the organization reach their desired goal. Identification the training and development needs in the employees which is very important in the organization .it will help to achieve individual goals has well has organization goals it also help in productivity of the present employees and also the standard of living of the employees and their family

When proper training and development is provided from the organization to the employees, it helps increase the employee's interest towards the work and also the organization, when training and development is done by the organization, it helps to recognize the present level of the employees and what changes are needed to improve their skills, attitude knowledge, experience and also it is able to recognize the negativity of the present problems in the programs which are improving the profits, goodwill.

There are lot of problems which are faced by the organization because of the lack of training they can be like accidents, injuries fights, work environment, alcohol and harassment, machineries can also be a major part of failure so training on all this teams is to be given properly and the organization should understand the problems of the

employees. Training must be given in factors which are mostly affected on the employees such has on-the-job programs.

According to the study conducted we can conclude that the overall satisfaction level of employees in relation to the training programs is moderate.

The employees agree that the training programs help to increase productivity and achieve the organizational goal.

The employees said that the training programs in the organization are well planned but they are not satisfied with the duration of the training program and they are also not satisfied with the evaluation process of training program, they are not evaluated periodically.

The training programs in the organization strongly focus on the technical and managerial capabilities but these programs are not given adequate importance sometimes because of the work pressure.

The employees do not take the training programs seriously, as there are no strict rules and regulations to attend the training programs.

The employees are not involved in determining the training need analysis. The training programs are fixed by the top management.

The quality of the training programs is excellent but the employees are not making the best use of it.

Therefore, we can conclude that the training programs in the organization are excellent but they have been not utilized properly by the employees as the training programs are not mad compulsory to all the departments. There is a broader scope to develop and improve its training programs in future in order to meet the requirements of the global market

ANNEXURE AND BIBLIOGRAPHY
Annexure
a. Name:
b. Gender:
c. Occupation:
d. Age of Respondents
a. 25 - 35 Years
b. 35 - 45 Years
c. 45 - 55 Years

1. Do you like to attend the training program?
a. Yes
b. No

2. What do you understand by training?

a. Learning
b. Enhancement
c. Sharing information
d. Knowledge and skills

3. Do you feel training program is essential for both new employees and existing employees.
a. Yes
b. No

4. Do you agree that organization considers training as a part of organizational strategy?
a. Agree
b.   Strongly Agree
c.   Neutral
d.   Disagree
e. Strongly Disagree

5. Do you agree that training is well planned in your organization?
a. Yes
b. No

6. How often the training programs are conducted in your organization?
a. Every month
b. Quarterly
c. Half yearly
d. Once in a year

7. Do you feel training program is compulsory for the employees to work better?
a. Yes
b. No

8. Do you agree that training is helpful in enhancing productivity and performance of an employee?
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

9. What method of training is used in your organization?
a. Coaching
b. Job Rotation
c. Conference
d. Role playing
e. Others

10. What are the barriers to training and development in your organization?
a. Lack of interest
b. Non availability of skilled trainer
c. Lack of time
d. Finance Problem
e. Others

11. How long does it take to implement the trained process?
a. Less than 1 Month
b. 2 - 3 Months
c. 4 - 5 Months
d. 6 Months

12. Whether training is relevant to the needs of the organization?
a. Yes
b. No

13. Does training help to improve employee and employer relationship?
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

14. Does training helps to increase the motivation level of employees?
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

15. Training program enable the employees to be accountable and authoritative in making decision?
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

16. Does the training method focus on developing team work and leadership skills?
a. Agree
b. Strongly Agree

c. Neutral
d. Disagree
e. Strongly Disagree

17. Do you agree that instructor responses to trainees' doubts?
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

18. Employees who use their training are given preference for new assignments.
a. Agree
b. Strongly Agree
c. Neutral
d. Disagree
e. Strongly Disagree

19. Are you satisfied with the effectiveness of training program?
a.Excellent
b. Very good
c. Average
d. Poor

19. Do you think that the feedback can evaluate the effectiveness of training program?
a.Yes
b.No

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