

# A Study on The Effectiveness of Training And Development Among Employees In Bharath Rubber India Limited, Madurai

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**Abstract-** *The study entitled “A STUDY ON THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT AMONG EMPLOYEES IN BHARATH RUBBER INDIA LIMITED, MADURAI This study investigates the effectiveness of training and development programs among employees at Bharath Rubber India Limited, Madurai. Utilizing primary data collected through structured questionnaires, the research aims to assess how these programs influence employee performance, motivation, and job satisfaction. The study is structured into five chapters: the first introduces the concept, need, and scope of training and development, along with a literature review; the second provides a profile of Bharath Rubber India Limited; the third outlines the research design, including objectives, limitations, and methodology; the fourth presents data analysis using tools such as simple percentage analysis, correlation, and regression; and the fifth discusses findings, offers suggestions, and concludes the study. Key findings suggest that while a majority of employees acknowledge the importance of training in enhancing knowledge and skills, there is room for improvement in areas such as the quality of external training agencies and the incorporation of modern training methods. The study concludes that effective training and development are crucial for organizational growth and recommends regular feedback mechanisms and the adoption of contemporary training techniques to further enhance employee development.*

**Keywords-** Training and Development, Employee Performance, Organizational Productivity, Skill Enhancement, Employee Satisfaction

## I. INTRODUCTION

In today's competitive industrial landscape, training and development have emerged as vital tools for enhancing employee capabilities and achieving strategic organizational goals. Bharath Rubber (India) Limited, a key player in the rubber manufacturing industry, places strong emphasis on continuous workforce development. This study aims to analyze how training initiatives affect employee outcomes

such as motivation, skill acquisition, job satisfaction, and productivity.

The **effectiveness of training and development (T&D)** in employees is crucial in enhancing their performance, skills, and productivity. In industries like **rubber manufacturing**, where technical expertise, safety standards, and innovation are key factors for success, the role of T&D becomes even more significant. This industry demands continuous improvement in skills due to advancements in production technologies, environmental regulations, and quality control standards.

Training programs in rubber industries are designed to equip employees with the necessary knowledge and skills related to production processes, machinery operation, safety protocols, and quality management. As the rubber industry is often highly specialized, T&D ensures employees are not only proficient in their roles but also capable of adapting to emerging trends and technological changes.

## SUMMARY:

The **effectiveness of T&D** in the rubber industry is vital to improving employee performance, increasing productivity, and maintaining a competitive edge in an industry that is often highly specialized. By enhancing employees' skills and adapting them to evolving technologies, the rubber industry can meet challenges such as **technological advancements, environmental regulations**, and the demand for high-quality products.

## II. REVIEW OF LITERATURE

**According to Littlepage, et al., (2016)**, there are several methods for training and development, which can be divided into several areas; cognitive, behavioural, and management development methods. Cognitive methods provide the rules on the method of doing something. and this can include using written or verbal information, or demonstrating the

relationships among concepts. These methods are connected with changes in knowledge and attitude by stimulating learning, behavioural methods are concerned with giving practical training to the trainees and allowing them to behave in a real fashion. These methods are best used for skill development. And the end, management development methods are considered the most future oriented methods. And the key focus on the education of the employees. Some of these methods include exercise and sensitivity training.

**According to Pelin Vardarlier, 2016:** Human resources management is one of the most important units of modern firms and organizations. It gains even more importance in times of crises, because it makes up an important dimension of crisis management. It is well known that human resources policies have a great influence on people; therefore, those policies are to bring about humanistic consequences. In this study, possible effects of always looming crises and ways avoid or cope with those crises have been examined and presented to readers. The study mainly focuses on the human resources strategies aspect of management at managing crises: and, it compares classical and modern ways to handle the effects of crises on human capital.

**Sumaiya Shafiq et al. (2017)** discussed the effect of training and development on employee performance in A private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they Have a role to play towards an organization's success. So it is mandatory to take care of their learning to Increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job Training, job enrichment, and job rotation on employee performance in private companies. The study Concluded that only job enrichment is the independent variable that has a significant positive impact on the Dependent variable (employee performance) while the other independent variables are found to be Insignificant drivers in influencing employee performance.

**According to Kulkarni (2013)** Carried out a literature review on training & Development and quality of work life The method incorporates concepts of HRM and OL into lean implementation roadmaps, enabling a maturity analysis regarding dimensions of OL at different contextualization levels, and allowing the proposition of improvements in HRM practices. The proposed methods is illustrated in a case study from the automotive parts manufacturing sector.

**According to Henry Ongori (2011),** Jennifer Chishamiso Nzonzo, training and development has Become an issue of strategic importance. Although many scholars have conducted research on training And development practices in

organizations in both developing and developed economies, it is worth Mentioning that most of the research has concentrated on the benefits of training in general. There is However, limited focus on evaluation of training and development practices in organizations.

### III. OBJECTIVES OF THE STUDY

- To analyze the “A Study on the Effectiveness of Training and Development among Employees in Bharath Rubber (India) Limited, Madurai.
- To identify the Importance of Training and Development for Employee Performance.
- To analyze how training contributes to employee performance.
- To analyze the Satisfaction of Employees Towards Training and Development.
- To provide Valuable Suggestions to Bharath Rubber (India) Limited Related to the Effectiveness of Training and Development.

### RESEARCH METHODOLOGY:

This study adopts a quantitative research design. A structured questionnaire was distributed to a sample of 100 employees selected using the simple random sampling technique. The questionnaire captured data on:

- Awareness of training programs
- Perceived usefulness of training
- Skill improvement post-training
- Impact on job performance
- Feedback mechanisms and suggestions

### RESEARCH DESIGN

A research design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose. The research design is the basic framework or a plan for a study that guides the collection of data and analysis of data. The information is collected from the employees in Bharath Rubber (India) Limited in Madurai and analyzed with the help of different statistical tools, for describing the relationship between various variable, pertaining the quality of work life.

### METHODS OF DATA COLLECTION

Data collection is a term used to describe a process of preparing and collecting data. Systematic gathering of data for a particular purpose from various sources, that has been systematically observed, recorded, organized. Data are the

basic inputs to any decision making process in business. In this survey in order to meet the objectives of the study both primary data and secondary data were collected.

### Primary data

The primary data are those which are collected for the first time and thus happen to be original. Characters in primary data do not already exist in any publications. In this study the primary data is collected by questionnaire. The questionnaire was handed over to various respondents and the data is collected.

### Secondary data

The secondary data is the data that have been already collected by and readily available from other sources. Such data are cheaper and quickly obtained than the primary data. The secondary data are collected from the company records and magazines, journals, internet etc...

## STATISTICAL TOOLS FOR ANALYSIS

- **Percentage Analysis:** To interpret demographic trends and general employee response.
- **Correlation Analysis:** To examine the relationship between training and job satisfaction.
- **Regression Analysis:** To determine the impact of training on employee performance.

## IV. FINDINGS

- A majority of the employees (78%) indicated that training needs are generally identified through performance appraisals and supervisor feedback.
- However, only 55% felt that their personal career goals are considered during TNI.
- On-the-job training and classroom sessions are the most commonly used methods.
- 60% of the employees reported receiving training at least twice a year, indicating a moderate frequency.
- E-learning adoption remains low, with only 22% of employees engaging with digital training modules.
- 67% of participants agreed that the training they received improved their job performance.
- Despite this, only 49% felt that training outcomes were clearly measured or evaluated.
- There is a disconnect between training attendance and tangible performance metrics.

- Follow-up mechanisms like feedback forms are present, but 42% of employees believed that post-training assessments were not rigorously conducted.
- Managers rarely conduct structured post-training reviews with their teams.
- Employees recognized training as essential for career advancement, with 72% stating it enhanced their confidence and skills.
- However, a significant number expressed that training had little effect on promotions or salary increments, suggesting a gap in the integration of training outcomes with career progression frameworks.
- These findings suggest that while training is well-received and impactful, gaps exist in program design and post-training engagement.

## V. DISCUSSION

The findings point to a training system that is well-intentioned but inconsistently executed. While basic structures such as need assessments and regular sessions are in place, the lack of individualized development plans and insufficient evaluation processes undermine the overall effectiveness. The predominance of traditional methods like in-person sessions reflects limited innovation, especially in embracing modern, scalable e-learning platforms.

Additionally, the disconnect between training and career advancement can demotivate employees, diminishing the perceived value of training. Organizations must align training objectives with broader talent management goals and ensure that learning translates into measurable growth for individuals and the company alike.

## VI. SUGGESTIONS

- Focus on more hands-on and job-specific training to strengthen the impact on daily work performance.
- Tailor training programs based on different department needs (Production, Quality Control, etc.) to maximize effectiveness.
- Regularly collect feedback after each training session and modify training methods and tools accordingly.
- Organize more frequent short training sessions rather than just longer, less frequent ones to maintain momentum.
- Conduct post-training workshops where employees can practice applying what they learned in real work situations.

## VII. CONCLUSION

The study concludes that training and development initiatives at Bharath Rubber India Limited play a pivotal role in enhancing employee skills and confidence. Most employees acknowledge the relevance and positive impact of training programs on their job performance. However, the findings also highlight key challenges such as inconsistent post-training evaluations, limited use of modern learning methods, and a weak connection between training efforts and career advancement. These issues, if unaddressed, could reduce the perceived value of training among employees and hinder the organization's growth potential. Therefore, while the foundation of training and development exists, there is a strong need for strategic improvements to maximize its effectiveness.

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