

A
Research Project
On
“A STUDY OF EFFECTIVENESS OF TRAINING AND DEVELOPMENT
PROGRAM ON PERFORMANCE OF EMPLOYEES IN MARUTI SEVA
AUTOMATIVE”

SUBMITTED TO
G.S. College of Commerce and Economics(Autonomous),
Nagpur

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RASHTRASANT TUKADOJI MAHARAJ
NAGPUR UNIVERSITY

In partial fulfillment for the award of the Degree of
Bachelor of Business
Administration

Submitted by
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Academic Year 2023- 2024



G.S. College of Commerce and Economics, Nagpur

Academic Year 2023- 2024



CERTIFICATE

This is to certify that “MAS. Vivek G.P. Sharma” has submitted the project report titled “A Study of effectiveness of training and development program on performance of employees in Maruti Seva Automative”, towards partial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he ingeniously completed his project as prescribed by Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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DECLARATION

I hereby declare that the project with title “A Study of effectiveness of training and development program on performance of employees in Maruti Seva Automative”, has been completed by me inpartial fulfillment of BACHELOR OF BUSINESS ADMINISTRATION degree examination as prescribed by Rashtrasant Tukdoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken byme.

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MAS. Vivek G.P. Sharma

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Place : Nagpur

Date :

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CHAPTER 1 : INTRODUCTION

1.1 Introduction

Training and development plays a vital role in the effectiveness of organizations and employee experiences at work. Training has various implications for productivity, health and safety at work, personal development and much more. Most organizations are aware of this need and invest effort and various other resources in training and development. Such investment may take the form of hiring various specialist training and development staff and paying reward and salary to employees undergoing training and development. Training and development is also one of the important strategic tools of the organization to enhance the performance of employees and organizations keep on increasing the training budget on an annual basis with the belief that it will earn them a competitive edge and advantage. It also means that the operational personnel are employed in the core business functions of the organization such as production, maintenance, sales, marketing etc. and the management support also needs their attention and effort to support the training and development delivery in a timely manner. Every organization needs a number of experienced and well-trained employees to perform the organizational activities. The rapid changes in the environment have not only complicated the task but also increased the pressure on organizations to re-adopt the various products and services offered to compete in this rapidly changing world. Training and development provide training to employees as well as to employers. Society training is an activity, which is vital for retaining a knowledgeable workforce. The success of any training and development programmer largely depends on the proper identification of training and development needs.

The training needs are realized by the managers when they find a deviation between the standard performance and actual performance of their employees or ant employees. At the same time supervisors, managers and executives also need to be trained and developed to develop and achieve maturity of their thought and action. Failure to analyze the need for training within organizations will result in low profits and a large investment in training the programmers within the institution or organization. Therefore, it would be appropriate to first analyze the training and development needs and then do the training and development accordingly.

The main objective of this study is to examine the effectiveness of training and development in Maruti Suzuki Limited on employee performance and competitive advantages of the organization. The project will be related to the study of effectiveness of training and development on the performance of employees. The project will focus on various factors that are responsible for the evaluation and effectiveness of training activities. This study will be conducted to explore the relationship between training and development performance of MSIL.

Training and development is a vital part of the human resource development. It is a humble yet important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It has also become more important internationally in order to prepare workers for new jobs. Training and development describes the formal continuing efforts that are made within organizations to improve the performance and self-fulfilment of their employees through a variety of educational methods and programs. In the modern workplace, these efforts have taken on a broad range of applications—from instruction in highly specific job skills to long-term professional development.

In recent years, training and development has emerged as a formal business function, a vital element of strategy, and a recognized profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly expert work force. In fact, the quality of employees and the repeated improvement of their skills and productivity through training, are now widely recognized as vital factors in ensuring the long-term success and profitability of small businesses. "Create a corporate society that supports continual learning," counselled Charlene Marmer Solomon in *Workforce*. "Employees today must have access to repeated training of all types just to keep up". If you don't actively step against the momentum of skills deficiency, you lose ground. If your workers stand still, your firm will lose the competition. Training and development can facilitate organization's strategy, effectiveness and improve employee retention along with recruitment. Saks and Haccoun (2019) 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 help organizations achieve their goals and objectives. By connecting 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 medical 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 abrasion. 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 a lot in training are more successful and more profitable.

The link between training and an organization's success is strongly supported by research. Study after study has found that companies that spend 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, behaviours, employee attitudes,), organizational performance outcomes (e.g. performance and productivity), and to a lesser scope financial outcomes (e.g. profit, financial indicators).

Training and Development

Training and development describes the formal, current efforts that are made within organizations to pick up the performance and self-fulfilment of their employees through a variety of educational methods and program. In the modern workplace, these efforts have taken on a broad range of applications from teaching in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognized profession with separate theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of training and development as a means of promoting employee growth and acquiring a highly skilled work force. In fact, the quality of employees and the frequent improvement of their skills and productivity through training, are now generally recognized as imperative factors in ensuring the long-term success and profitability of small businesses. "Create a corporate culture that supports continual learning," counseled Charlene Marmer Solomon in *Workforce*. "Employees today must have access to frequent training of all types just to keep up". If you don't actively step against the momentum of skills lack, you lose ground. If your workers stand still, your firm will lose the ability race."

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are aware of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing expert training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organizations' main business. However, investment in training and development is generally regarded as good management practice to maintain appropriate expertise now and in the future.

Applications of Training Program

While the applications of training and development are as various as the functions and skills required by an organization, several common training applications can be distinguished, including technical training, sales training, clerical training, computer training, communications training, organizational development, career development, supervisory development, and management development.

Technical training describes a broad range of training programs varying greatly in application and difficulty. Technical training utilizes common training methods for instruction of technical concepts, factual information, and procedures, as well as technical processes and principles.

Sales training concentrates on the education and training of individuals to communicate with customers in a persuasive manner. Sales training can enhance the employee's knowledge of the organization's products, improve his or her selling skills, instill positive attitudes, and increase the employee's self-confidence. Employees are taught to distinguish the needs and wants of the customer, and to persuasively communicate the message that the company's products or services can effectively satisfy them.

Clerical training concentrates on the training of clerical and administrative support staffs, which have taken on an expanded role in recent years. With the increasing reliance on computers and computer applications, clerical training must be careful to distinguish basic skills from the everchanging computer applications used to support these skills. Clerical training increasingly must instill improved decision-making skills in these employees as they take on expanded roles and responsibilities.

Computer training teaches the effective use of the computer and its software applications, and often must address the basic fear of technology that most employees face and identify and minimize any resistance to change that might emerge. Furthermore, computer training must anticipate and overcome the long and steep learning curves that many employees will experience. To do so, such training is usually offered in longer, uninterrupted modules to allow for greater concentration, and structured training is supplemented by hands-on practice. This area of training is commonly cited as vital to the fortunes of most companies, large and small, operating in today's technologically advanced economy.

Communications training concentrates on the improvement of interpersonal communication skills, including writing, oral presentation, listening, and reading. In order to be successful, any form of communications training should be focused on the basic improvement of skills and not just on stylistic considerations. Furthermore, the training should serve to build on present skills rather than rebuilding from the ground up. Communications training can be taught separately or can be effectively integrated into other types of training, since it is fundamentally related to other disciplines.

Organizational development (OD) refers to the use of knowledge and techniques from the behavioral sciences to analyze an existing organizational structure and implement changes in order to improve organizational effectiveness. OD is useful in such varied areas as the alignment of employee goals with those of the organization, communications, team functioning, and decision making. In short, it is a development process with an organizational focus to achieve the same goals as other training and development activities aimed at individuals. OD practitioners commonly practice what has been termed "action research" to effect an orderly change which has been carefully planned to minimize the occurrence of unpredicted or unforeseen events. Action research refers to a systematic analysis of an organization to acquire a better understanding of the nature of problems and forces within it.

Management and supervisory development involves the training of managers and supervisors in basic leadership skills, enabling them to effectively function in their positions. For managers, training initiatives are focused on providing them with the tools to balance the effective management of their employee resources with the strategies and goals of the organization. Managers learn to develop their employees effectively by helping employees learn and change, as well as by identifying and preparing them for future responsibilities. Management development may also include programs for developing decision-making skills, creating and managing successful work teams, allocating resources effectively, budgeting, business planning, and goal setting

Training

Training is concerned with imparting developing precise skills for a particular purpose. Training is the act of growing the skills of employees for doing a particular job. Training is the process of learning a succession of programmed behavior. In earlier practice, training programme focused more on preparation for improved performance in particular job. Most of the trainees used to be from working levels like mechanics, machines operators and other kinds of skilled workers. When the problems of supervision enlarged the step were taken to train supervisors for better supervision.

Development

Management development is all those activities and programme when familiar and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to enlarge his potential for future assignments. Thus, management development is a mixture of various training programme, through some kind of training is necessary, it is the overall development of the ability of managerial personal in the light of the present requirement as well as the future requirement. Development an activity designed to improve the performance of existing managers and to provide for a intended growth of managers to meet future organizational requirement is management development. Talent development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to realize and maintain a competitive advantage for the organization. Rothwell notes that the name may well be a term in search of a meaning, like so much in management, and suggests that it be thought of as selective attention paid to the top 10% of employees, either by potential or performance.

While talent development is aloof for the top management it is becoming more and more clear that career development is necessary for the retention of any employee, no matter what their level in the company. Research has shown that some type of career path is necessary for job satisfaction and hence job retention. Perhaps organizations need to include this area in their overview of employee satisfaction.

The term talent development is becoming more and more popular in several organizations, as companies are now moving from the conventional term training and development. Talent development encompasses a variety of components such as training, career development, career management, and organizational development, and training and development. It is predictable that during the 21st century more companies will begin to use more integrated terms such as talent development.

Development is based on following on assumptions:

- Development is a ongoing process. It is not a one-shot programme but ongoing though out the career of a manager.
- Development is any kind of learning, is based on the assumption that there, always existing a gap between an individual's performance and his spirit for the performance.
- Development rarely takes place in completely peaceful and relaxed atmosphere.
- Management development call for clear settings of goals.
- Development required encourage environment.

CHAPTER 2 : COMPANY **PROFILE**

Maruti Suzuki India Ltd (formerly Maruti Udyog Ltd) is India's largest passenger car company accounting for over 50 percent of the domestic car market. The company offers full range of cars from entry level Maruti Alto to stylish hatchback Ritz-A-Star swift wagon R Estillo and sedans Dzire and sports utility vehicle grand Vitara. The company is a subsidiary of Suzuki Motor Corporation of Japan. The Japanese car major held 56.21% stake in Maruti Suzuki as on 31 dec 2017. The company is busy in the business of manufacturing purchase and sale of motor vehicles and spare parts. The other activities of the company include facilitation of foreowned car sales fleet management and car financing. They have four plants three located at palam Gurgaon road Gurgaon Haryana and one located at Manesar industrial town Gurgaon Haryana.

The company has nine subsidiary companies namely Maruti Insurance Business Agency Ltd, Maruti insurance distribution services ltd Maruti Insurance agency solutions ltd Maruti Insurance agency network ltd Maruti Insurance agency Logistics ltd true value solutions ltd Maruti Insurance Broker ltd and JJ Impex Pvt ltd. Maruti Suzuki India ltd was incorporated on February 24 1981 with the name Maruti Udyog ltd. The company was shape as a government company with Suzuki as a minor partner to make a people car for middle class India. Over the years the company product range has not comparable ownership has changed hands and the customer has evolved. In October 2 1983 the company signed the license and joint venture agreement with Suzuki motor corporation Japan. In the year 1983 the company started their production and launched Maruti 800.

Maruti Suzuki also found one new business segment Maruti true value for sales purchase and trade of pre-owned cars in India. In the year 2005 the company launched the first world strategic model from Suzuki Motor Corporations 'The SWIFT' in India. In the year 2006 they launched WagonR duo with LPG and also the new Zen Estillo. During the year 2006-07 the company start operations in the new car plant and the diesel engine facility at Manesar Haryana. In November 2006 they inaugurated a new institute of driving training and research which was set up as a collaborative project with Delhi government at Sarai Kale khan in south Delhi. During the year 2007 -08 the company signed an Agreement with the Adani group for exporting 200000 units annually through the Mundra port in Gujarat. They lance Swift diesel and SX4-LUXUARY sedan with tag line 'MEN ARE BACK' during the year. In July 2007 the company lance the new grand Vitara a stylish muscular and 5- Seater in the MUV segment.

The company altered its name from Maruti Udyog Ltd to Maruti Suzuki India Ltd with effect from September 17 2007.

Products and services

Current models

Model	Launched	Category	Image
Omni	1984	Minivan	
Gypsy King	1985	SUV	
WagonR	1999	Hatchback	
Swift	2005	Hatchback	
DZire	2008	Sedan	
Eeco	2009	Minivan	
K10	2010	Hatchback	
Ertiga	2012	Mini MPV	

Alto 800	2012	Hatchback	
Celerio	2014	Hatchback	
Ciaz	2014	Sedan	
Baleno	2015	Hatchback	
S-Cross	2015	Mini SUV	
VitaraBrezza	2016	Mini SUV	
Ignis	2017	Hatchback	
XL6	2019	Compact MPV	

S-Presso 2019 Hatchback



Sales and Services

Maruti Suzuki has 1,820 sales outlets across 1,471 cities in India. The company aims to double its sales network to 4,000 outlets by 2020. It has 3,145 service stations across 1,506 cities throughout India. Maruti's dealership network is larger than that of Hyundai, Mahindra, Honda, Tata, Toyota and Ford combined. Service is a major revenue generator of the company. Most of the service stations are managed on franchise basis, where Maruti Suzuki trains the local staff. Other automobile companies have not been able to match this benchmark set by Maruti Suzuki. The Express Service stations help many stranded vehicles on the highways by sending across Sales and service network.

MARUTI SEVA ARENA

Maruti Suzuki Arena is a prominent automotive company based in India. Established as a joint venture between Maruti Udyog Limited and Suzuki Motor Corporation, it has played a crucial role in shaping the Indian automobile industry. Maruti Suzuki Arena is renowned for manufacturing a diverse range of cars, including hatchbacks, sedans, and SUVs, catering to various customer preferences.

The company emphasizes innovation, quality, and affordability in its vehicle offerings. Maruti Suzuki Arena has a widespread network of dealerships and service centers, ensuring a seamless customer experience. Over the years, it has consistently been a market leader, contributing significantly to the growth of the Indian automotive market.

CHAPTER 3
NEEDS, SCOPES AND OBJECTIVES
OF STUDIES

SCOPE OF THE STUDY :

- Training and Development is an important input for employees that
- Work in an organization.
- It is an interesting and significant area for conducting research.
- The topic of training and development will reveal the factor of feelings of employees.
- This report is useful to the management of the organization to know the outcome of training of employees.

OBJECTIVE OF THE STUDY :

- To study training & development at Maruti Seva Arena.
- To analyze the effectiveness of training & development on performance of employees.
- To explore the relationship between training and employees performance.
- To find out the management's prespective towards training and development program for employees in Maruti Seva Arena.

NEEDS OF THE STUDY :

- Understanding how the training and development program aligns with the broader
- organizational goals of Maruti Seva Arena.
- Evaluating the impact of training programs on enhancing customer-centric skills.
- Examining how training programs contribute to maintaining consistency in service quality.
- Investigating the link between training programs and employee satisfaction and engagement level.

CHAPTER 4 : REVIEW OF **LITERATURE**

Jahanzeb & Bashir, 2016

Companies provide the training and development program to their employees for the improvement to their skills and abilities. The training and development program help for employees and also organization to line up their skills with changing jobs and adding value for the growth of their organization. These theories groundwork of any employees development. Most of the organizations started a different programs to developed their employees through different training. As a result, the employees should improve understanding to work, better accountability for career and strategy to achieved their personal goals. The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organizations, which lead to the success of the organizations. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job. Some other are career competencies, Employees satisfaction and employees benefit and form training and development program the benefits to the organization are market growth, organizational performance, employees retention.

H.O. Falola, 2016

Training and development are indispensable strategic tools for effective individual and organization performance, thus, the organization are spending more of money on their employees with confidence that it will earn them a competitive advantage in the world of business. Organization are expected to identify training that they need to its employees an design training programme that will help to optimally utilize their workforce towards actualization of organization objective and objective . Training and development is a technique use to transfer to the employees relevant skills, knowledge and competence to improve employees performance on current assignment. By implications, the effectiveness of training and learning depends on the pattern of the job related knowledge, skills, capability, competencies and behavior that are important for greater performance which invariably be capable of influencing organizational success. strategic determination to facilitate learning of the job related knowledge, skills, ability and behavior that are crucial for efficient performance capable of enhancing organizational effectiveness.

Schmitt, 2016

Studies of the influences of trainee characteristics on training effectiveness have focused on the ability level necessary to learn program content. Motivational and environmental influences on training effectiveness have received little attention. The purpose of this study was to test an exploratory model describing the influences on trainee career and job attitudes on training outcomes (learning, behavior change, performance improvement).

Training can be defined as a planned learning experience designed to bring about permanent change in an individual's knowledge, attitudes, or skills. Positive trainee reactions, learning, behavior change, and improvements in job-related outcomes are expected from well-designed and well-administered training programs. However, trainee attitudes, interests, values, and expectations may attenuate or enhance training effectiveness. The primary focus of this paper is upon trainee motivation and the environmental component of trainability. The influence of the trainee's ability on training effectiveness will not be discussed. Our purpose was to identify trainee attitudes that influence training effectiveness. We tested and will present a model describing the process by which trainees' attitudes concerning their jobs and careers and their perceptions of the work environment influence training outcomes.

Pefanis, 2017

The management of the company usually takes the initiative to train their staff on various subjects; employees, on the other hand, as they are bound by their employment contracts and job responsibilities, need to comply with the managements' training decisions. The evaluation of training is an important source of feedback and it is considered to be one of the most important parts of the training process. It is a comparison between the initial goals of each training process, and the actual results it achieved. The research presented here, has been based on the automotive sector in Greece. This particular sector is very important in the Greek economy. The 49 Greek automotive industry consisted of 893 companies which traded cars, car parts and accessories. The car segment represented a percentage of 9.1 percent of the total turnover of trading companies. According to the company, its training helps participants progress, so as they can achieve optimal personal development. It also helps Opel manufacture, distribute and support top quality vehicles. First of all, the evaluation of training is an important source of feedback and it is considered to be one of the most important parts of the training process. It is a comparison between the initial goals of each training process, and the actual results it achieved. Based on that comparison, the management of the company will take decisions/make changes in order to reach conclusions on training worth end effectiveness and achieve, next time, better training results.

R. Kamala Saranya, 2017

Training is a learning experience, in that it seeks a relatively permanent change in an individual which will improve his or her ability to perform on the job. We typically say training can change the skill, knowledge, attitude and social behavior. It means changing what employees know, how they work, their attitude towards their work or their interaction

with their co-workers or their supervisors. The source of data is collected from employees of Automobile Sector. That study examined the relationship between training and organizational performance which shows that Indian organizations are still not convinced of the fact that investments in human resources can result in higher performance.

Eduardo Salas, 2018

This search resulted in over 500 hits, which were then screened for relevance. Next, we reviewed and categorized the articles with regard to key issues, such as what theoretical drivers guided the studies, “who” was being trained, “how” training was conducted (i.e., what methods and strategies were used), and “what” factors influenced training effectiveness (i.e., motivation to learn). We also relied on other published literature to provide a more rounded perspective of the state of the science in training. Effective training takes place when trainees are intentionally provided with pedagogically sound opportunities to learn targeted knowledge, skills, and attitudes (KSAs) through instruction, demonstration, practice, and timely diagnostic feedback about their performance. The goal of training is to create sustainable changes in because without it, an organization is less likely to receive any tangible benefits from its training investments. Historically, applied researchers were principally 51 concerned with either estimating the extent of transfer or recommending the importance of supporting it (e.g., Newstrom, 2015). Then, Baldwin and Ford (2016) developed a model that described the transfer of training process. In their model, they depicted the interactions among training design characteristics, trainee characteristics, and the work environment in explaining learning and transfer. This model has formed a basis for numerous subsequent empirical studies that have identified when and for whom different training or transfer support methods are more or less effective.

Kirkpatrick, 2018

There will be a difference of opinion on some subjects. For example, in a manufacturing organization, the subject of housekeeping might be rated low by supervisors and high by their bosses. Other topics, such as motivation, will probably be given a high rating by both groups. In order to make the final decision on the priority of the subjects to be offered, it is wise to use an advisory committee of managers representing different departments and levels within the organization. The training professional can show the committee members the results of the survey and ask for their input. Their comments and suggestions should be considered to be advisory, and the training professional should make the final decision. As stated at the beginning of this chapter, to ensure the effectiveness of a training program, time and emphasis should be put on the planning and implementation of the program. These are critical if we are to be sure that, when the evaluation is done, the results

are positive. Consideration of the concepts, principles, and techniques described in this chapter can help to ensure an effective program. In most organizations, both large and small, there is little pressure from top management to prove that the benefits of training outweigh the cost. In these situations, training professionals need to have guidelines for evaluating programs at all four levels and they need to use more than reaction sheets at the end of their programs.

Sherida, 2018

Some have suggested that an effective human resource management strategy should balance the cost of replacing the employees who leave against the cost of retaining those who stay. Since it is generally more expensive to replace highly productive employees than to replace weak performers a cost-effective human resource management strategy will attempt to minimize turnover among strong performers. Furthermore, since all employees will eventually leave an organization, the strategy should induce new employees who perform well to organization, the strategy should induce new employees to perform well to stay longer while encouraging weaker performance to leave in earlier seniority. Prior to the censored retention time. The influence of organizational culture values on voluntary retention rates was examined through survival analysis. Survival analysis provides actuarial estimates of the survival and hazard rates of new hires at increasing seniority. The survival rate function indicates the portion of new employees who voluntarily stay in an organization after reaching a particular month in their employment. The hazard rate function describes how the probability of voluntary terminations changes with increasing seniority.

Sind Kuldeep, 2019

Under this 84 chosen organization from business representing all the major comfortable industries questionnaire has developed by Huselid (2013) are used to study training. The objectives of the study are to undersee the relationship between training and organizational performance which shows that Indian organizations are still not believing of the fact that investments in human resources can result in higher performance.

Alphonsa V.K, 2019

“The analysis of training climate as understood by the supervisors” Covered various aspects such as corporate philosophy policies superior, subordinate relationships, valued performance features and behaviours, interpersonal and group relationship. The results

showed that reasonably good training-climate is common in this organization but the supervisors' perception about training-climate differs according to their respective departments.

Singh Kumar Shiv & Banerjee Shubhash, 2019

"Trainer roles , says that ,today the Indian is the second largest in the world. There has been great growth of activities in the Indian Cement Industry in terms of modernization, in order to keep pace with such modernization/expansion due to technological development, a strong manpower base equipped with latest development has to be built with in Cement Industry, New Training has to be taken at all levels. A Trainer's main objective is to transfer his knowledge and skills to the Trainees. This paper is focused on the Trainer Roles, the factors which are important to become an effective Trainer. This involves identifying training courses, choosing appropriate Training methods, evaluation of Training activities, and helping the Trainer to deliver good Training to the Cement Industry.

A study on "HRD strategies at various levels in construction organisations" by Singh, S. K. and Banerjee, S. (2019), reveals that construction is the second largest economic activity in India, and accounts for half of the nation's investment or development. In this article the authors briefly discuss the HRD strategies at various levels in model organisations. Many sectors of the model industry are in urgent need of technological upgradation. An effort to develop manpower by the organisations will directly show results in the bottom line. Since there are not many professionals training in model - related aspects, refreshers training is essential and some concrete efforts in distribution systematic technical training is necessary.

Kandola Binna, 2019

Discussed some of the difficulties associated with accurate and useful evaluation of training effectiveness particularly in the department of soft skills which include skills relating to people management. The author highlights some existent training evaluation techniques and then outlines a model of training evaluation which currently is found to be successful in the United Kingdom. Moses (2017) observed that companies can no longer assure employees promotions to the top, it is important that training and development help employees with career planning and skills development. Some organization dread that career planning will communicate to employees that their jobs are at risk, but it can be framed differently to communicated that they are willing to invest in helping employees reach their potential. Companies can also help ease employees' minds by making career planning a standard part of their employee growth process of downsizing or restructuring. When a company communicates to their employees that they are marketable outside the

organization, yet still cover in their training and development, it makes a strong statement to workers that they are valued, and many are compelled to offer a high level of duty.

Wagner S, 2020

“Employees Speak out on Job Training: Findings of New Nationwide Study,” highlighted employee development programs are experiencing higher employee satisfaction with lower turnover rates although salary and benefits play a role in recruiting and retaining employees, people are also looking for opportunities to learn new things, the challenge of new responsibilities, and the prospect of personal and professional growth. The Gallup Organization found that employee satisfaction and retention are high when a company is willing to train its workers. Lance Gray and Judy Mc Gregor (2019) have compared 100 New Zealand surveys for workers aged 55 years and over, and another one for employers. The issue of older workers captured respondent attention with both studies receiving response rates of around 50%. The congruence of attitudes among older workers and employers regarding the efficiency was negative.

Training stereotypes is a feature of the study. Older workers are in some agreements that there is difficult to train less willing to learn and afraid of new technology older workers saw provision of training as a concern with 11.6% reporting discrimination with regard to training. Significantly, skilled older workers saw the provision of training was a signal by employers that they are to be taken as serious contributors. Olga et al (2018) is concerned with how MNCs differ from indigenous organization in relation to their training needs and whether this relationship changes across countries. The question is whether local isomorphism is apparent in the training needs of MNCs, or whether MNCs share more in common with their counterparts in the countries. A series of hypothesis has been put forward and tested using survey data from 424 multinational and 259 indigenous organizations based in the UK (United Kingdom) and Ireland.

The result suggests a hybrid form of localization. Where MNCs adopt their practices to accommodate national differences but that these adaptations have not reflected convergence to domestic practice. The results also indicate that the MNCs are selective in the training practices that are adopted. Evidence from this study indicate that country difference in career traditions and labour market skill needs are key drivers in the localization of associated training. In contrast MNCs, irrespective of national context adopt comparable systematic training frameworks (i.e.) Training and identification estimate and delivery.

Yadapadithaya, 2020

Studied the current practices of evaluating training and development programmes in the Indian corporate includes High pressure for increased quality, novelty and productivity acts as a major driving force for the Indian corporate training and development programmes, Most of the key result areas of training and development function are related to the measurement and evaluation of training effectiveness. Nearly 6 per cent of the private sector, 81 per cent of the public sector, and all the MNCs assess the effectiveness of training in one way or the other, The major purpose of evaluation is to determine the effectiveness of the various machinery of a training and development programme. Organizations rely mostly on the participants' reactions to monitor the effectiveness of training. An irresistible majority of the organizations use "questionnaires" as an instrument to gather relevant data for evaluation, In most of the cases, evaluation was done right away after the training. Majority of private and public sector organizations use one –shot programme design and more than half of the MNCs also use single group, pre-test and post-test design for evaluating the effectiveness of training and development programmes. Absence of transfer of knowledge from the place of training to workplace has been a major perceived deficiency of the corporate training and development system. Indian Corporate sector is currently facing the challenge of conniving and developing more valid, reliable and operational measures to evaluate the effectiveness of training and development.

Radhakrishna, Plank & Mitchell, 2020

Studied using a learning style instrument (LSI) and demographic profile in addition to reaction measures and learning measures. The three training objectives were to assess knowledge gained through a Web based training, to decide participant reaction to Web-based material and Listerv discussion, and to describe both the demographic profile and the learning style of the participants. The evaluation of the training begin with an on-line pretest and an on-line LSI. The pretest included seven demographic questions. The LSI, pretest and post test, and LSI questionnaire were balancing by the agent's social security numbers. Fifty-five agents of the available (106) agents completed all four instruments and were included in this study.

Bettina Lankard Brown, 2020

Reveals that training and development efforts are big business in the United States, with the amount of money spent rising every year. However, changes in the economy and on the way out profit margins are prompting many businesses to question the value of their training investments. Do businesses benefit from their expenditures on employee training or are they merely preparing their workers for jobs elsewhere? When workers bear the costs of such training, do they realize personal benefits or does the employer reap the only

rewards? This study examines myths and misconceptions about who pays and who reaps the Return On Investment (ROI) in training. Investments in Training are unspoken to have positive returns. A number of studies, including one conducted by a number of studies, counting one conducted by the Australian National Training Authority (2020), have found that skills and training produce the best results, where training is a part of an overall business strategy. This is supported by Knuckey and Johnston (2020) in New Zealand, where a survey of businesses identified a high amount of “leaders” engaging in training compared with “laggers”. This concept also underpins the “Investors in People” standard in the UK.

Training strategies in the rising hi-tech banking environment by Basu, Kishanjit; Satish, P. (2017) implies that, like all other institutions, banks have to organise, develop and manage their human resources effectively in order to achieve their goals. Their major responsibility in this state is to build up a right mix of skills and attitude among their employees. For achieving this, a unremitting process of training interventions in banks is a must. However banking the world over, including India, is undergoing a change, transforming itself into technology based, specifically, IT [Information Technology] based banking. This transformation calls for a essential departure from the existing training strategies. While upgraded technology calls for training in both hardware as well as software, the methods and happy of training delivery are also likely to undergo change. Computer based training, distance learning, Internet based training, etc. would be ever more used in this rising scenario.

The role of a trainer would also be more of a catalyst than a knowledge disseminator. The need also exists for a matching input of commitment building and attitudinal direction along with skill inputs if the totality of the organisation’s needs is considered. In the fast changing situation, banks cannot pay for to be away from new technology if they want to continue to be relevant in the market. With the Indian banking industry incoming an era of hi-technology, the training strategies have to keep pace with this transformation, albeit with a re-emphasis on the human side of the enterprises srivastava (2019) has evaluated the effectiveness of various training programmes offered by the in-house training centre of Tata Steel, Shavak Nanavati Training Institute (SNTI), India.

Barnes & Kennard, 2020

In Australia suggest that factors other than amplified skill have mainly contributed to Australia’s recent productivity surge. They also comment that there does not appear to be a strong connection across countries between labour productivity growth and movements in skill composition towards skilled workers. Some countries with large contributions of skill change, such as France and the UK, do not have very high labour productivity

increase. Having said this, they believe that education and skills remain important for long-run increase.

Sundararajan S., 2020

“Employees attitude towards training and development in personal sector industries” by Sundararajan S. suggests that, in the current competitive business environment, the demand of organisations compels Indian Industries to rethink their vision and mission about Human Resource Development (HRD) practices through training and development. Changes are inevitable anywhere i.e. in our personal life, social life, work life, in nature, in society, in universe etc. We cannot avoid changes, but we can adjust and adapt to such changes for betterment through training and development. Today's industries are moving towards globalisation, and this process is characterised by intense competition, technological innovations, consumer approval, competitive advantages etc. Here, the human resource provides impetus training and development to deal with such spirited and complex situations in the business world. In this day and age, organisations are forced to thrive on the cutting-edge competition using the most suitable technology. For this, managing HR is more successfully through appropriate training to the organisational workforce. Training might thus mean showing a operator how to operate his new machine; a new sales person, how to sell his firm's product; or a new supervisor how to interview and appraise employees. For analyzing the existing training and development programme of private sector organisation and employees' attitude, the researcher conducted an experiential study on 'employees' attitude towards training and development' in private sector manufacturing and business organisations. Based on this research, the researcher come to convinced conclusions about employees' mindset towards training and development in private sector organisations.

Cody B. Cox & Margaret E. Beier, 2021

“The moderating effect of individual differences on the relationship between the framing of training and interest in training” by Cody B. Cox and Margaret E. Beier implies that the moderating effect of individual differences on the relationship between framing training as ‘basic’ or ‘advanced’ and interest in training was examined for technical and non-technical satisfied areas. The participants were 109 working-age adults (mean age = 38.14 years, SD = 12.20 years). Self-efficacy and goal orientation were examined as moderators. The results showed a three-way interaction between performance orientation (a dimension of goal orientation reflecting the desire to demonstrate competence in an achievement setting), age, and frame for technical training and a three-way interaction between performance

orientation, self-efficacy, and frame for non-technical training. The implications for future research as well as framing training to enhance interest are discussed.

Cagri Bulut & Osman Culha, 2021

“The effects of organizational training on organizational commitment” , this empirical study investigated the impact of organizational training on employee commitment focusing on employees' emotional and affective responses towards their organization. Organizational training is conceptualized within a multidimensional framework consisting of motivation for training, access to training, benefits from training and support for training. The hypothesis of this study has been built on a resource-based view, social exchange theory and emotional contract theory. Field research was conducted through surveys with 298 participants of four- and five-star hotels operating in Izmir, Turkey. Assenting factor analyses were used to analyse the quality of the training scales and multiple regression analyses were conducted to test the hypotheses of the study. The results revealed that all dimensions of training positively affected employee promise. “A Study on Training Factors and Its Impact on Training Effectiveness in Kedah State Development Corporation, Kedah, Malaysia” - Dr. Vimala Sanjeevkumar (2020) implies that types of training do not influence the training effectiveness. This study, combining hypothetical and empirical research, trying to find factors that affect employee training and its impact in acting human resource practices thereby laying the theoretical foundation for the future research about survey on the employee training, also provides a good reference. Therefore, the problem addressed in this study is to observe the factors affect the training (types of training, training environment, work environment and employees' personal characteristics) and training effectiveness on human resource practices in Kedah State Development Corporation (KSDC) which is the parent company under BDB Company. This research also determines the main factors which influence employee training on human resource practices. Management is committed to human resource development as well as its social farm duties through various programs. Training and development programs are offered by the KSDC Company and such training program also modified to the latest technological advances.

Chaturvedi, Vijit Arora & Suman, 2021

“Factors affecting training decision of middle level employees in automobile industry: a study with reference to automobile industry in NCR”) reveals that training determines the ability level of employees which helps in deciding the future of any organisation. Growing attrition, demands and aspirations of employees all lead to a severe challenge for preparing the workforce for attaining future roles. Thus the role of training becomes vital The purpose of this study is to focus on factors affecting the training decision in the automobile industry with reference to selected automobile units in Faridabad and Gurgaon. It attempts to cover

areas covered under training for different levels, most favored method for training, preference of trainees for type of training and also areas suggested by trainees for bringing improvement in training programs. Also an effort is made to understand the role of trainer and other factors that affect good learning. The data was collected through random sampling. The findings will help in providing inputs to automobile and other industries in bringing improvements in designing training programs, like effective setting of training objectives, identifying training needs, and selecting training methods and other inputs, so that the resulting training will help in developing a trained workforce.

Rajendran Karuppanan, 2021

“Training and Development: A study of Employees’ attitude on Training In Vellore District Cooperative Bank” reveals that training has an significant role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees Training tries to improve skills so that the employee is better ready to do his present job or to prepare him for a higher position with increased responsibilities. Training and Development programmes are necessary in any organization for civilizing the quality of work of the employees at all levels particularly in a world of fast changing technology and environment. This thesis analyses the employees’ attitude toward training programmes conducted in Vellore District Cooperative Bank In India. The study concludes that 98 per cent of respondents spoken that trainings improved the work efficiency and 96 per cent of respondents favourably accepted that trainings are essential for organizational development. Majority (95 per cent) of the respondents felt that training is essential for all employees and the same level of employees expressed that training should be made compulsory in all Cooperative Banks. Among the personal factors, Age and Education have no influence on attitude towards training, but there is a important relationship exists between the experience of the employees and training.

CHAPTER 5 : RESEARCH
MATHEDOLOGY

Sources of data

Research methodology is a systematic way to solve research problems. It also deals with objectives of research study, the method of defining the problems, type of data collected, methods used for collecting and analyzing data. The task of data collection begins after the research problem or the objectives of the research has been defined there are two kinds of data that can be collected. One is primary, which is original in character as it has been collected for the first time. The other one secondary, which was already been collected and need only, be compiled.

Sample size

Here the data is collected from associated from primary sources as well as secondary sources. The total sample size of data analysis is taken 50 employees of Maruti Seva Arena.

Primary data

The primary data is collected from the trainers working in Maruti Suzuki ltd. It is the pure source of information. It includes direct flow of information and data. Primary data collected from cross sections, questionnaire, containing etc.

Secondary data

It was compiled from different books, articles, magazines and newspapers, journals and periodical, seminar proceedings and websites to formulate the conceptual framework.

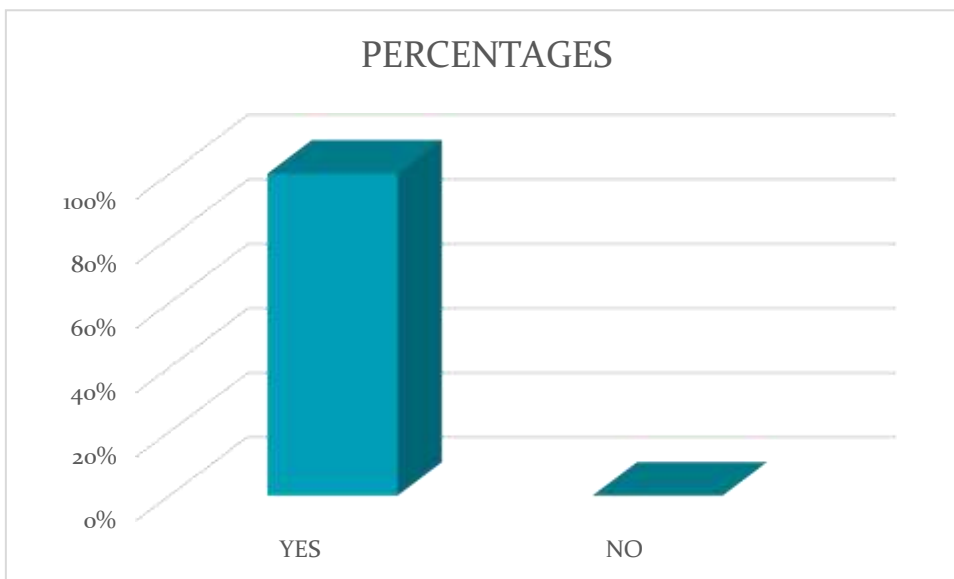
Data collection tools

Structured questionnaire was used to collect the data.

CHAPTER 6 : DATA ANALYSIS **& INERPRETATION**

Q1. Does your organization provide any training program?

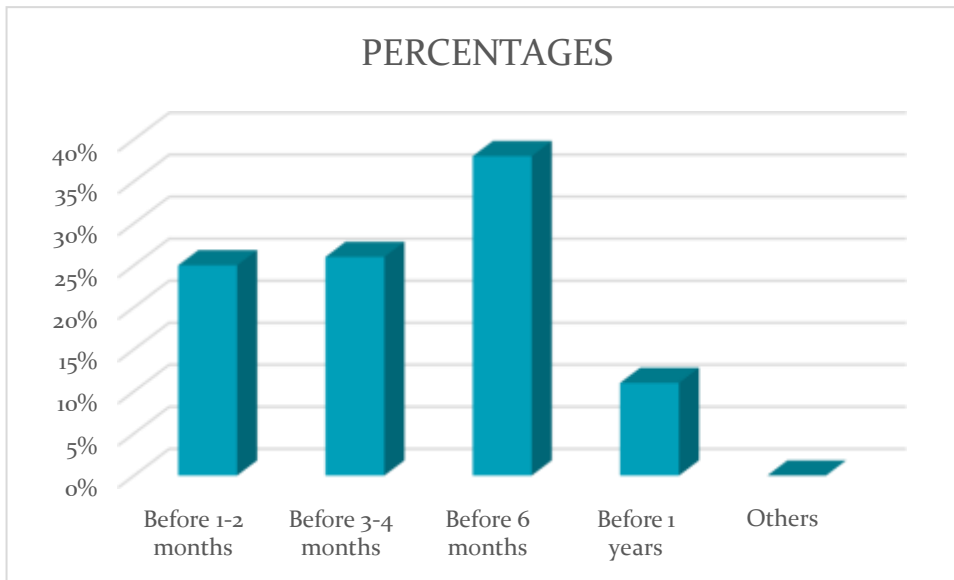
OPTIONS	PERCENTAGES
YES	100%
NO	0%



Interpretation- Majority of respondents said yes and no. However, 100% said yes 0% said no.

Q2. When did you attend the last training program?

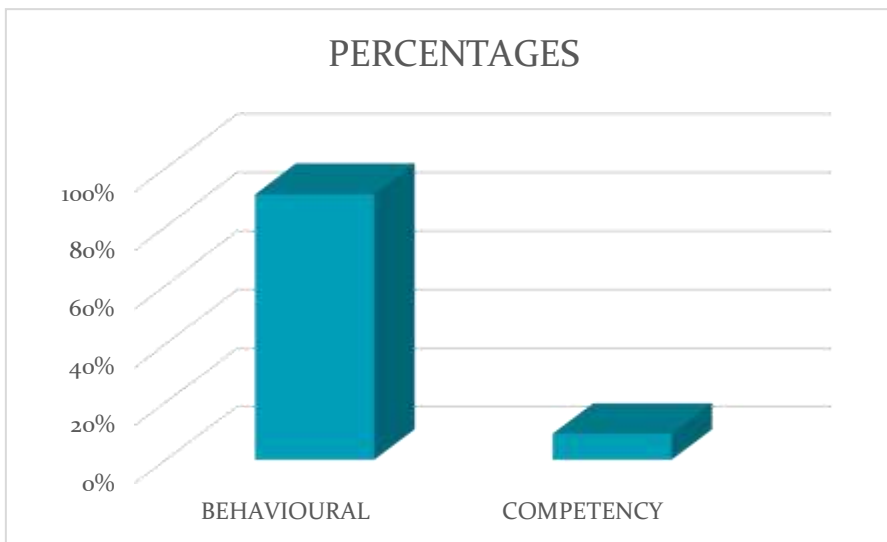
OPTIONS	PERCENTAGES
Before 1-2 months	25%
Before 3-4 months	26%
Before 6 months	38%
Before 1 years	11%
Others	0%



Interpretation - Majority of the respondents attended the training program. Those employees who attended training 1-2 months before were 25%, 3-4 months before were 26%, 6 months before were 38%, before 1 year were 11% others were 0%.

Q3. Type of training that was provided to you in the organization?

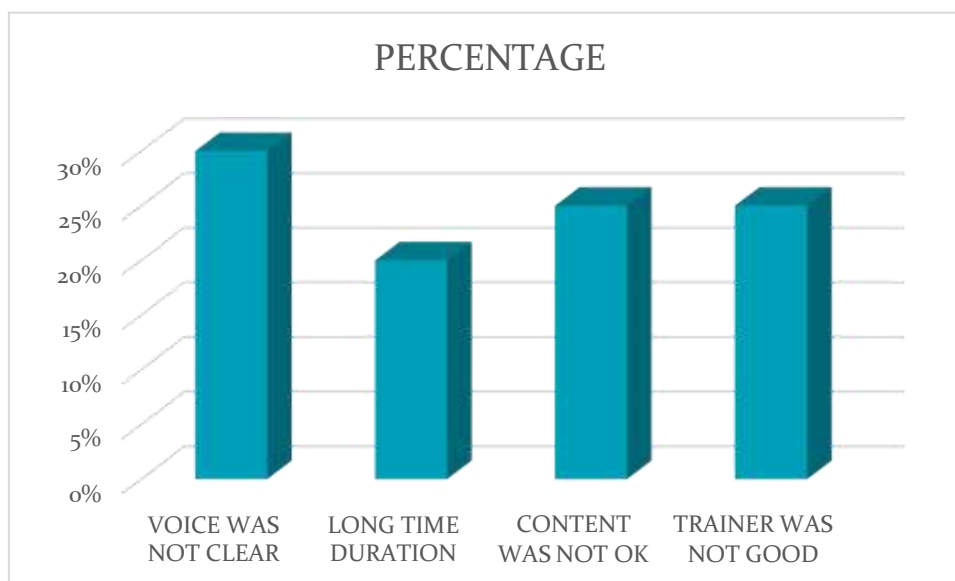
OPTIONS	PERCENTAGES
BEHAVIORAL	91%
COMPETENCY	9%



Interpretation - Almost 91% of the respondents said that they attended behavioural type of training and 9% of the respondents said they attended competency type of training.

Q4. Which type of problems do you face regarding to training & development program?

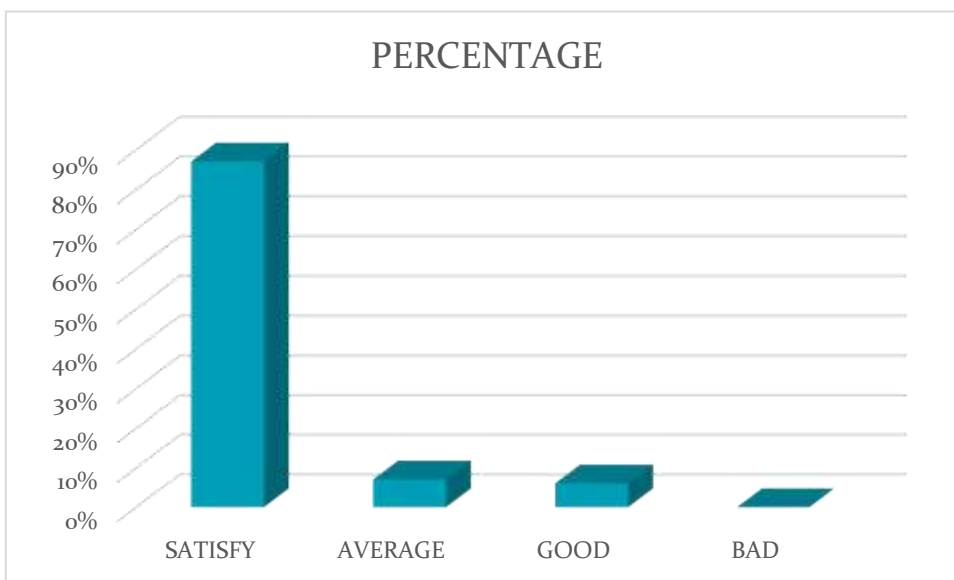
SOME OF THE PROBLEMS	PERCENTAGE
VOICE WAS NOT CLEAR	30%
LONG TIME DURATION	20%
CONTENT WAS NOT OK	25%
TRAINER WAS NOT GOOD	25%



Interpretation - Majority of respondents face some problems related to training & development. 30% said voice was not clear. 20% said long duration. 25% said content was not clear. 25% said trainer was not good related to training & development.

Q5. Are you satisfied with the organization's training & development program?

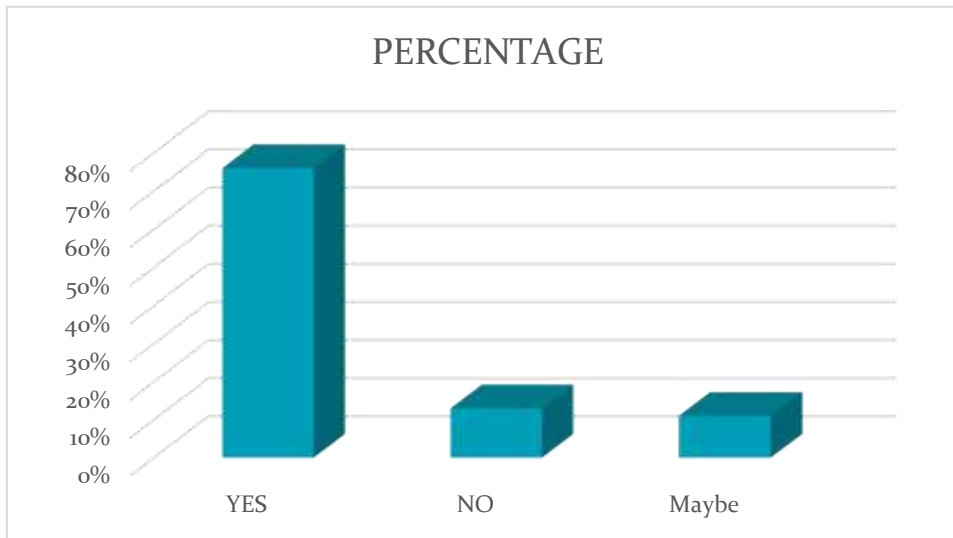
OPTIONS	PERCENTAGE
SATISFY	87%
AVERAGE	7%
GOOD	6%
BAD	0%



Interpretation - 87% of respondents were satisfied with training program 7% answered average, 6% answered good and 0% said it bad.

Q6. Does the training program help you in doing your work effectively & efficiently?

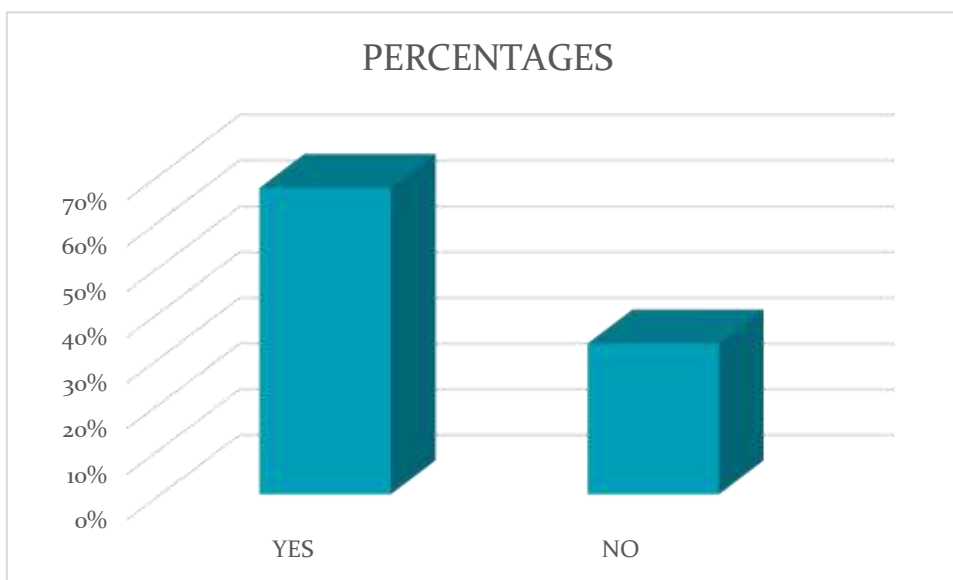
OPTIONS	PERCENTAGE
YES	76%
NO	13%
Maybe	11%



Interpretation - 76% respondents said yes that training helped them to do their work effectively & efficiently. 13% said no. 11% were maybe.

Q7. Does your top management take feedback?

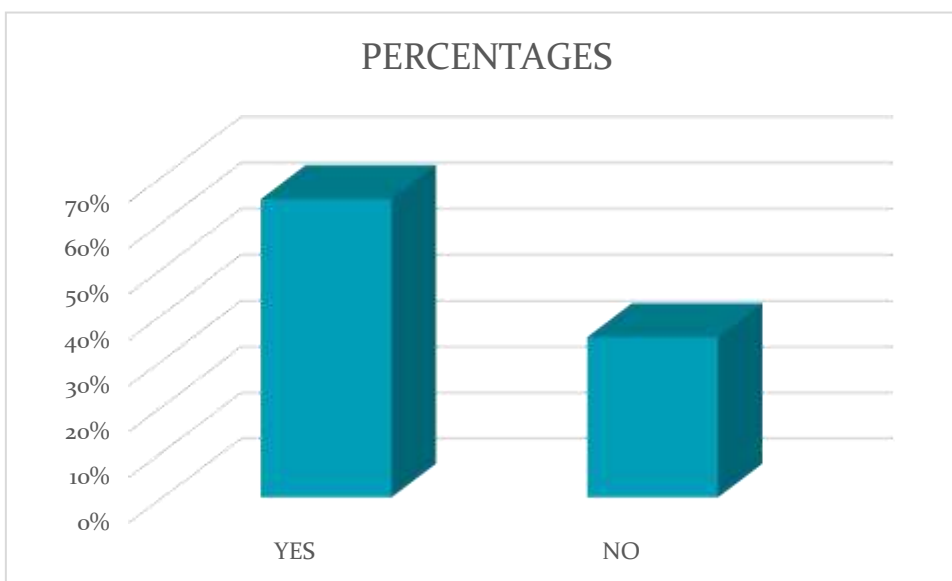
OPTIONS	PERCENTAGES
YES	67%
NO	33%



Interpretation - 67% Respondents said yes that top management take feedback in the organization. 33% respondents said top management does not take feedback.

Q8. Would you like to include anything else in the training program?

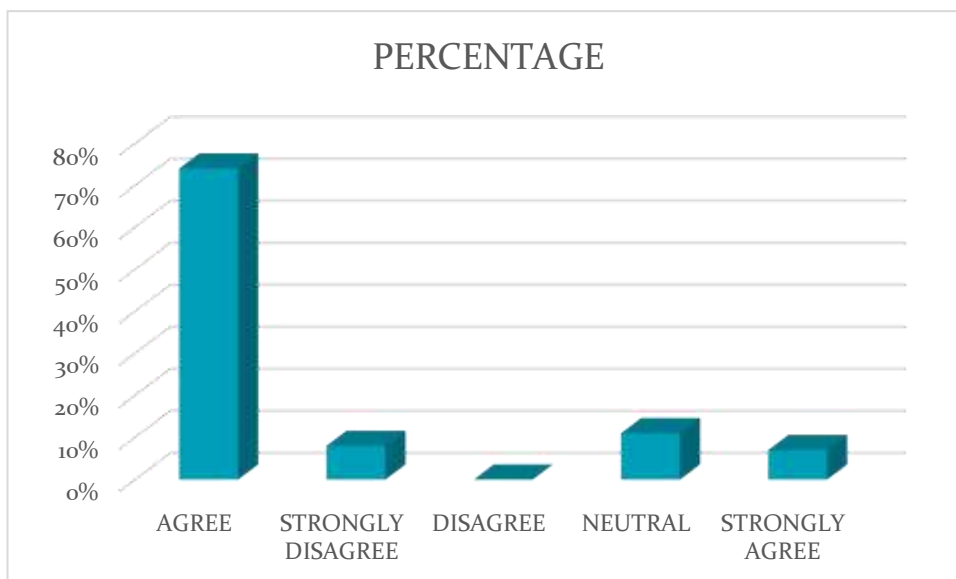
OPTIONS	PERCENTAGES
YES	65%
NO	35%



Interpretation - 65% Said they want to include something more in the training program. 35% said they don't want to include anything more in the training program.

Q9. Do you agree that the training helps you to acquire technical knowledge & skills?

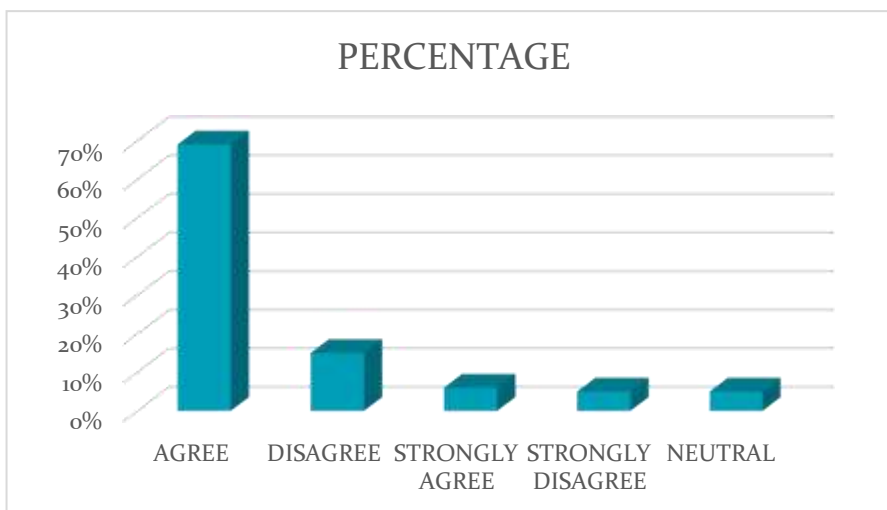
OPTIONS	PERCENTAGE
AGREE	74%
STRONGLY DISAGREE	8%
DISAGREE	0%
NEUTRAL	11%
STRONGLY AGREE	7%



Interpretation - 74% respondents agree that training provides us skills & knowledge. 8% strongly disagree with this statement. 0% disagreed. 11% neutral to this statement. 7% strongly agree with the statement.

Q10. Are you satisfied with the quality & duration of existing training program?

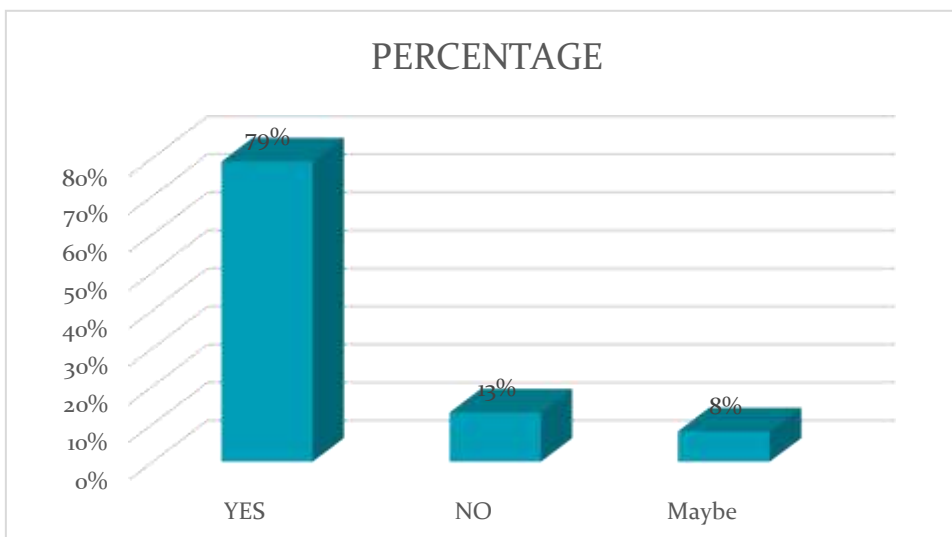
OPTIONS	PERCENTAGE
AGREE	69%
DISAGREE	15%
STRONGLY AGREE	6%
STRONGLY DISAGREE	5%
NEUTRAL	5%



Interpretation - 69% agree with quality & duration of the training. 15% disagree with this. 6% strongly agree. 5% strongly disagree. 5% neutral with the statement.

Q11. Do you think that employees apply the new concepts taught at the training to their job?

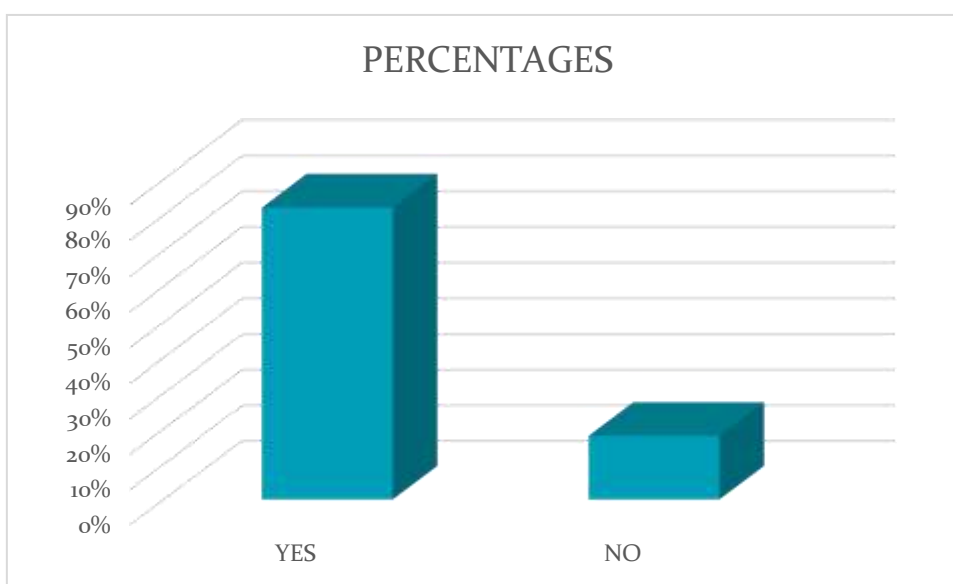
OPTIONS	PERCENTAGE
YES	79%
NO	13%
Maybe	8%



Interpretation - 79% said yes they apply the new concepts taught at the training to their job. 13% said no to this statement. 8% did not said anything related to this statement.

Q12. Does any feedback is taken on your performance after attending the training program?

OPTIONS	PERCENTAGES
YES	82%
NO	18%



Interpretation - 82% respondents said that their performance is evaluated by the organization. 18% said no their performance is not evaluated by the organization.

CHAPTER 7: SUMMARY & **CONCLUSIONS**

5.1 Findings of the Study

- In this organization most of the employees are interested to adopt the workshops in the training methods apart the on-the-job training.
- There is healthy relationship between the peers, subordinates, superiors.
- In this organization maximum no. of employees are satisfied with the training and development programmes that helpful in fulfilling short as well as long term goal of organization.
- In this organization employees are happy with the management considering their ideas and suggestions.
- In this organization trainer/instructor clarifies the all doubts/queries of employees after attending each training session of training and development programmes.
- In this organization maximum no of employees are satisfied with the recognition they get from their work
- In this organization training programmes will help the employees in achieving both individual goals and organization goal.
- Employers are gained knowledge, skill and ability at work place after attending the training Programmes.
- In this organization training and development programmes will help the new comers to understand their roles and responsibilities effectively.
- In the organization the training programmes boost up the self-morale and discipline at Work Place.
- For new joiners in organizations training method are conducted like coaching's and besides orientation programs.
- Employees are not at all satisfied with training need analysis (TNA).

5.2 Limitations of the Study

- Time constraint
- Some of the respondents were unwilling to fill the questionnaires
- Information was confidential
- Sample size was small as compared to the total strength of people in the organizations
- Some of the employees attended any other sessions so that was a problem.
- Survey was conducted in only one of the MARUTI SUZUKI department. There are different training programs for different departments.

5.3 Suggestions for Further Study

- Training content and delivery approaches should be relevant to the job functions of employees.
- Determining the current state of the knowledge of the employee before embarking on training and development
- The employer should have compulsory training programs for all employees in order to improve the knowledge and understanding of annual business strategy and objectives
- The provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.
- The employer should provide sufficient resources for training so as to improve the training programs provided.
- The company must give proper induction program to the employees for better performance in future.
- Aim of any company is to ensure that all employees apply techniques learnt in training program on the job hence at each level skill base training should be given.
- The needs to organize more and more effective personality development programs can be made with leading institutions for the same.

5.4 Conclusion

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm.

This study in hand chiefly focuses on the role of training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage. Employees referred as the rare, non-imitable and valuable resource of the firm and the success or failure of any business mainly relies on its employees performance. Thus, organizations realizing the fact are willing to invest in training programs for the development of their employees.

Effective training is considered to be a key factor for improved performance, as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, i.e. gap between desired performance and actual employee performance. Training need referred to any deficit in performance, which can be relieved by appropriate training. There are different methods of overcoming deficiencies in employee performance on job, and training is one of them. Particularly training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity. Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives.

Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance. The research affirmed the proposition that training has a positive impact on employee performance Today, organizations are faced with fierce competition, scarce resources and rapid technological changes. This has meant that organizations ought to be managed in such a way that not only is their immediate survival guaranteed but also their long- term future development is ensured. However, as in the case of any industry, in a highly competitive environment and in a growing economy, only the fittest will survive.

Training plays an important role in the realization of these goals. All manufacturing companies have to, therefore, without resting on their past laurels, find ways of surging ahead of the competition by providing adequate and appropriate training which is essential for the development and implementation of effective quality management systems.

The evaluation of training shows that training effectiveness variables found to be related to post training attitudes were input indicators such as objectives of the organizations and training need analysis and process indicators such as training methods, size of participants, and periodical training. Moreover the effectiveness is also dependent on individual characteristics like listening capability, nature and self interest of trainee. Evaluation can add value to the training itself. So the organizations should make attempts to rectify the snags and pitfalls that have crept into needs assessment and evaluation of training, so that training can become a powerful intervention to improve manager's performance and subsequently impact organizational performance.

The researcher, without being mistaken for boasting, feels happy about the topic selected for research and about his performance in this project, as training meets one of the basic needs of the industry. His only wish is that some of the findings of this study and the recommendations made, particularly that on strengthen the training division of all manufacturing companies for effective trainings, the researcher is of the considered opinion that applying training effectiveness measuring model to measure training effectiveness.

On the basis of the analysis made, the following conclusion are drawn:

- Maximum number of the employees finds healthy environment at the work place.
- Lack of interest in employees act as a barrier in training programs.
- Maximum employees said that they get helps whenever they require.
- Employees are satisfied with the training and development programs given to them.

CHAPTER 8 : HYPOTHESIS

Hypothesis

This study is conducted to assess the hypothesis that if company is marketed through social media platforms, then what will be the effects of this type of marketing on its image or awareness.

- Null Hypothesis : There is no significant difference in the performance of employees before and after the implementation of the training and development program at Maruti Seva Arena.
- Alternate Hypothesis : The performance of employees will significantly improve following the implementation of the training and development program at Maruti Seva Arena.

Hypothesis Testing

- Null Hypothesis : There is no significant difference in the performance of employees before and after the implementation of the training and development program at Maruti Seva Arena.
- Alternate Hypothesis : The performance of employees will significantly improve following the implementation of the training and development program at Maruti Seva Arena.

Result : Based on the results of our hypothesis testing, we reject the null hypothesis and accept the alternative hypothesis. This means that there is a significant improvement in the performance of employees and they also learn to implementation of the training strategies that they are learn from the training and development program of Maruti Seva Arena.

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27. International Organization of Motor Vehicle Manufacturers, Media Reports, Press Releases, Department for Promotion of Industry and Internal Trade (DPIIT)
28. [Automotive Component Manufacturers Association of India \(ACMA\), Society of Indian Automobile Manufacturers \(SIAM\), Union Budget 2021-22](#)

CHAPTER 9 : ANNEXTURE

Q1 . Does your organisation provide any training program ?

1. YES
2. NO

Q2. When did you attend the last training program ?

1. Before 1-2 month
2. Before 3-4 month
3. Before 6 month
4. Before 1 year

Q3. Type of training that was provided to you in the organization ?

1. Behavioural
2. competency

Q4. Which type of problem do you face regarding to training & development program ?

1. Voice was not clear
2. Long time duration
3. Content was not ok
4. Trainer was not good

Q5. Are you satisfied with the organization's training & development program ?

1. Satisfy
2. Average
3. Good
4. Bad

Q6. Does the training program help you in doing your work efficiently & effectively ?

1. Yes
2. No
3. Maybe

Q7. Does your top management take feedback ?

1. Yes
2. No

Q8. Would you like to include anything in the training program ?

1. Yes
2. No

Q9. Do you agree that the training helps you to acquire technical knowledge & skills ?

1. Agree
2. Strongly agree
3. Disagree
4. Strongly disagree
5. Neutral

Q10. Are you satisfied with the quality & duration of existing program ?

1. Yes
2. No

Q11. Do you think that employees apply the new concept taught at the training program ?

1. Yes
2. No
3. Maybe

Q12. Does any feedback is taken on performance after attending the training program ?

1. Yes
2. No