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TRAINING AND DEVELOPMENT

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1.1 INTRODUCTION

Concept of Training

Training is an important function of human resource management that helps employees improve their knowledge, skills, and abilities for performing specific jobs effectively. It is a systematic process through which employees learn technical knowledge, work procedures, and behavioral skills required for organizational success. Training bridges the gap between job requirements and employee capabilities. It also improves confidence, efficiency, and work performance among employees.

Training is considered a continuous learning process that enhances employee productivity and organizational growth. According to Robert L. Craig, training is a process of improving employee efficiency and effectiveness by updating professional knowledge and developing personal skills. Training programs help employees adapt to technological changes and improve their performance in the workplace.

Training and Development

Training and development are two essential activities in organizations. Training mainly focuses on improving present job performance and developing technical skills among employees. Development, on the other hand, focuses on preparing employees for future responsibilities and managerial positions. Training is usually short-term and job-oriented, while development is long-term and career-oriented.

Training and development programs increase employee motivation, job satisfaction, productivity, and organizational commitment. They also help employees improve communication, teamwork, leadership, and decision-making skills. Organizations invest in training and development to maintain a skilled workforce and achieve competitive advantage.

Training Methods

Organizations use different training methods to improve employee performance. Training methods are broadly classified into on-the-job training and off-the-job training.

On-the-Job Training

On-the-job training is one of the most commonly used training methods. In this method, employees learn while performing their actual job under the guidance of supervisors or experienced workers. It is practical, economical, and effective because employees gain real work experience.

The major forms of on-the-job training include demonstration, internship training, apprenticeship training, and simulation training. Demonstration training involves explaining and showing how work is performed. Internship training combines classroom learning with practical experience. Apprenticeship training is used in technical and skilled trades where employees learn through direct supervision over a long period. Simulation training creates artificial work situations to improve employee skills and decision-making.

Off-the-Job Training

Off-the-job training is conducted away from the actual workplace. It helps employees learn theoretical concepts and management skills in a separate learning environment. Common off-the-job training methods include case studies, management games, role play, lectures, conferences, and seminars.

Case study methods help employees analyze real business situations and improve problem-solving abilities. Management games create artificial business situations to improve decision-making and planning skills. Role play helps employees develop interpersonal and communication skills. Lectures, conferences, and seminars provide knowledge-sharing opportunities and improve employee understanding of organizational practices.

1.2 INDUSTRY PROFILE

Indian Therapeutics Industry

The therapeutics industry is one of the most important sectors in the healthcare system. It focuses on the development, manufacturing, and distribution of medicines used for the prevention and treatment of diseases. The industry includes pharmaceutical companies, biotechnology firms, research organizations, and healthcare institutions.

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The therapeutics industry plays a significant role in improving public health and increasing life expectancy. It produces medicines for diseases such as diabetes, cancer, heart disease, respiratory disorders, neurological problems, and infections. Continuous research and technological advancements have contributed to the rapid growth of the industry.

India has become one of the fastest-growing pharmaceutical markets in the world. The country is known as the "Pharmacy of the World" because of its strong generic medicine manufacturing capabilities. Indian pharmaceutical companies export medicines to several countries and provide affordable healthcare solutions globally.

The Indian therapeutics industry is supported by skilled manpower, modern manufacturing facilities, government initiatives, and advanced research capabilities. Technological innovations such as artificial intelligence, biotechnology, and data analytics have improved drug discovery and production processes. The industry also follows strict regulatory standards such as Good Manufacturing Practices (GMP) and quality control systems to ensure product safety and effectiveness.

Despite its growth, the therapeutics industry faces challenges such as high research costs, strict regulations, patent issues, and long drug approval processes. However, continuous innovation and increasing healthcare demand are expected to create future growth opportunities for the industry.

1.3 COMPANY PROFILE

Kausikh Therapeutics Pvt Ltd

Kausikh Therapeutics Pvt Ltd is a pharmaceutical manufacturing company located in Gerugambakkam, Chennai, Tamil Nadu. The company was established in the year 2000 and operates as a contract research and manufacturing organization in the pharmaceutical industry.

The company manufactures a wide range of pharmaceutical products including tablets, capsules, syrups, ointments, granules, and coated tablets. Kausikh Therapeutics focuses on producing high-quality and affordable medicines for both domestic and international markets.

The organization follows Current Good Manufacturing Practices (cGMP) and international quality standards. It has modern manufacturing facilities equipped with advanced technology and quality control systems. The company is certified with ISO 9001, ISO 14000, WHO GMP, and HACCP standards.

Mission and Vision

The mission of Kausikh Therapeutics is to improve people's health by manufacturing high-quality and environmentally friendly pharmaceutical products. The company aims to meet international standards and contribute to better healthcare.

The vision of the company is to become a globally recognized pharmaceutical manufacturing organization by delivering quality medicines and excellent customer service.

Products and Operations

Kausikh Therapeutics manufactures products in different therapeutic categories such as analgesics, antibiotics, anti-diabetic medicines, cardiovascular drugs, nutraceuticals, anti-fungal medicines, and anti-depressants. The company serves both Indian and overseas markets and focuses on innovation and customer satisfaction.

The company also emphasizes employee training and development to improve organizational performance. Training programs are conducted regularly to enhance employee skills, knowledge, and productivity.

1.4 OBJECTIVES OF THE STUDY

The main objectives of the study are:

- To identify whether training programs improve employee work performance.
- To study the impact of technical training on employee attitudes.
- To analyze the effectiveness of training and development programs.
- To examine whether training increases employee commitment and productivity.

1.5 NEED FOR THE STUDY

Training is essential for improving employee knowledge, skills, and efficiency. Organizations conduct training programs to bridge the gap between employee capabilities and job requirements. Training helps employees adapt to technological changes and organizational expectations.

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The study is important because it helps understand employee opinions regarding training effectiveness and organizational development. It also helps management identify areas where training programs can be improved.

1.6 SCOPE OF THE STUDY

The scope of the study focuses on employee awareness and satisfaction regarding training and development programs in Kausikh Therapeutics Pvt Ltd. The study helps identify the effectiveness of training programs and their impact on employee performance. The research also provides suggestions for improving future training activities. It examines how training contributes to skill development, behavioral changes, and employee productivity.

1.7 LIMITATIONS OF THE STUDY

The study has certain limitations. The sample size was limited to 110 employees because of time constraints. Personal bias among respondents may affect the accuracy of the results. In addition, collecting information from employees was difficult due to coordination problems and security restrictions.

1.8 STATEMENT OF THE PROBLEM

Employee satisfaction and performance are important for organizational success. However, employee satisfaction may not always remain constant. Organizations need effective training programs to improve employee performance, motivation, and commitment. Training programs help employees perform better and achieve organizational goals. Therefore, the study aims to analyze the effectiveness of training and development programs in improving employee performance.

CHAPTER II – REVIEW OF LITERATURE

Training and development are important functions of human resource management that help employees improve their skills, knowledge, and performance. Many researchers have explained that effective training programmes contribute to employee growth, organizational productivity, and long-term success. Training helps employees adapt to changing work environments, technological developments, and organizational expectations. It also increases motivation, morale, and job satisfaction among employees.

Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2022) explained that training programmes should be designed scientifically and practically to improve employee performance and teamwork. Their study emphasized that organizations should continuously evaluate training programmes through feedback and assessment methods. They also highlighted that effective training enhances leadership skills and organizational learning.

Jehanzeb and Bashir (2022) studied the effect of training and development on employee performance. They found that employees who receive proper training show better productivity, improved knowledge, and higher job satisfaction. Their study also explained that training reduces employee turnover and improves organizational commitment.

Sharma (2023) stated that training and development improve employee productivity and organizational effectiveness. According to his study, employees who receive regular training perform their tasks more efficiently and contribute positively to organizational growth. Training also increases employee confidence and work quality.

Elnaga and Imran (2023) explained that training helps employees develop new skills and adapt to changes in the workplace. They emphasized that organizations should support employees through proper training programmes to improve efficiency and reduce work errors. Their research highlighted the importance of management support in training activities.

CHAPTER III – RESEARCH METHODOLOGY

Research methodology refers to the systematic process used to collect, analyze, and interpret data for achieving the objectives of a study. In this research, the methodology focuses on studying the effectiveness of training and development programmes and their impact on employee performance and organizational productivity.

Research Design

The study uses descriptive research design. Descriptive research helps in collecting information related to the present condition of employees and training practices in the organization. It is mainly used to describe employee opinions, attitudes, and perceptions regarding training and development programmes.

Data Collection

The study used both primary and secondary data. Primary data were collected directly from employees using a structured questionnaire. The questionnaire included questions related to training methods, effectiveness of training, employee satisfaction, and organizational performance.

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Secondary data were collected from books, journals, company records, websites, and previous research studies. Secondary data helped in understanding the theoretical concepts and earlier findings related to training and development.

Sampling Procedure
Convenience sampling method was used for the study. Under this method, respondents were selected based on convenience and availability. It is a non-probability sampling technique.

Sample Size
The total population of the organization was 440 employees. Out of this, 110 employees were selected as respondents for the study.

Statistical Tools
The following statistical tools were used for analysis:

- Percentage analysis
- Chi-square test
- Correlation analysis

Percentage analysis was used to summarize the responses collected from employees. Chi-square test was used to identify relationships between variables. Correlation analysis was used to measure the relationship between training effectiveness and employee understanding.

CHAPTER IV – DATA ANALYSIS AND INTERPRETATION

The analysis of collected data helps in understanding employee opinions regarding training and development programmes.

Age of Respondents
The study revealed that most employees belong to the age group of 23–27 years and 33–37 years. Employees above 38 years also formed a significant portion of respondents. Very few employees were in the age group of 21–22 years.

Marital Status
The study showed that 55% of employees were married, while 45% were unmarried. Married employees formed the majority of respondents.

Experience of Employees
Most employees had work experience between 2–5 years and above 5 years. Only a small number of employees had experience below 2 years.

Income of Employees
The majority of employees earned between Rs.5,000 and Rs.10,000 per month. A smaller percentage earned above Rs.15,000.

Preferred Training Methods
The study revealed that on-the-job training was the most preferred training method among employees. Employees considered practical learning methods more effective than theoretical methods.

Effectiveness of Training
Most employees agreed that training programmes improved their on-the-job efficiency. Employees felt that training enhanced their work quality, confidence, and performance.

Changes After Training
Employees reported improvements in knowledge, skills, and quality of work after attending training programmes. A majority of respondents stated that training improved all these areas together.

Frequency of Training Programmes
Most employees attended one or two training programmes per year. Only a few employees attended more than five programmes annually.

Impact of Training
Employees stated that training increased morale and work speed. A majority of respondents believed that training improved both morale and productivity.

Promotion After Training
The study found that many employees did not receive promotions even after training. However, some employees received one or more promotions after attending training programmes.

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Personal Growth
Most employees agreed that training contributed to their personal growth and professional development.

FINDINGS OF THE STUDY

The study revealed that most of the employees belong to the age group of 23–27 years and above 38 years. Employees in these age groups were more experienced and actively participated in the training programmes organized by the company. Only a small number of employees belonged to the age group of 21–22 years. This indicates that experienced employees play an important role in the organization and are more involved in organizational activities and development programmes.

The study also found that most of the respondents were married employees, while unmarried employees were comparatively fewer in number. This shows that married employees form the major workforce in the organization. Married employees often prefer stable employment and actively participate in training programmes to improve their career growth and job security.

SUGGESTIONS

The study suggests that training programmes should be conducted regularly because they improve employee work performance, confidence, and productivity. Every organization should consider training as an essential part of employee development.

Many employees felt that the number of training programmes conducted annually should be increased. Therefore, the organization should arrange more than two training sessions every year to help employees continuously update their knowledge and skills.

Employees should be provided with more practical and career-oriented training programmes. Additional training will help employees improve their technical skills, communication skills, leadership qualities, and job-related competencies.

Some employees felt that the effectiveness of training programmes was only moderate. Hence, the organization should take necessary steps to improve the quality of training sessions by introducing modern training methods, experienced trainers, interactive sessions, and advanced learning tools.

The company should also encourage employees to implement the skills learned during training programmes. Motivation, appreciation, and recognition should be provided to employees who successfully apply their training knowledge at the workplace. Promotion policies should be linked with employee performance and training achievements. Employees who actively participate in training programmes and improve their performance should be rewarded with promotions and incentives.

The organization should provide career development programmes such as leadership training, team-building activities, and organizational development programmes. Such programmes will help employees prepare for future responsibilities and improve organizational efficiency.

Training programmes should also focus on reducing barriers such as lack of time, insufficient interest, workplace distractions, and financial limitations. Proper planning and scheduling of training programmes can increase employee participation and effectiveness. Feedback systems should be introduced after every training programme so that employees can express their opinions and suggestions. This will help management improve future training sessions according to employee expectations.

The company should create a positive learning environment where employees feel encouraged to participate in training activities without fear or pressure. A supportive environment improves employee confidence and learning outcomes.

CONCLUSION

The study on the effectiveness of training and development programmes at KAUSIKH THERAPEUTICS PRIVATE LIMITED clearly indicates that training plays an important role in improving employee performance, knowledge, skills, morale, and organizational productivity. Employees consider training programmes as valuable tools that help them perform their jobs more efficiently and contribute positively toward organizational growth.

The analysis of employee responses revealed that most employees are satisfied with the training programmes conducted by the organization. Employees believe that training improves work quality, technical knowledge, communication skills, and confidence levels. Training also helps employees understand organizational objectives and motivates them to achieve higher performance standards.