

## **A STUDY ON THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT WITH REFERENCE TO NOVARES INDIA AUTOMOTIVE PRIVATE LIMITED, CHENGALPET**

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**Abstract**—Training and development have become crucial in today's dynamic business environment, especially in industries that rely heavily on skilled labour, innovation, and consistent quality, such as manufacturing. As organizations face increased competition, changing technologies, and rising employee expectations, the focus on enhancing workforce capabilities has intensified. This study adopts a descriptive and analytical research design. It seeks to describe the current training and development practices at Novares India Automotive Pvt. Ltd. and analyze their impact on employee performance, satisfaction, and development. The study on the effectiveness of training and development at Novares India Automotive Private Limited, Chengalpet, reveals that the company has established a strong foundation for employee learning and skill enhancement. The majority of employees recognize the relevance of the training programs and acknowledge improvements in their technical abilities and job performance. Training has also contributed positively to employee motivation and job satisfaction. The study also highlights areas for improvement, such as updating training content to keep pace with technological changes, diversifying training methods to enhance engagement, and addressing scheduling challenges to increase participation rates. By implementing the suggested recommendations, Novares India can further strengthen its training initiatives, leading to enhanced employee performance, greater productivity, and sustained competitive advantage. Overall, effective training and development are vital for the company's growth and success in the rapidly evolving automotive industry, and continuous efforts in this area will yield significant long-term benefits.

**Keywords:** Training and Development, Technological Change, Business Environment, Skilled Labour, Innovation.

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### **INTRODUCTION**

In the contemporary business landscape, organizations are increasingly recognizing the importance of Training and Development (T&D) as a strategic tool for enhancing employee performance and achieving organizational goals. Training equips employees with updated skills and knowledge, while development focuses on their long-term growth and career progression. Together, these initiatives contribute significantly to improving organizational efficiency, innovation, and competitiveness.

Novares India Automotive Private Limited, located in Chengalpet, operates in a highly competitive and technology-driven industry where skilled human capital is vital to success. The company's ability to adapt to technological changes and market demands largely depends on how well it invests in training its workforce and developing employee capabilities. Despite the recognized importance of T&D, there is a need to empirically assess its impact on the organization's overall performance in the specific context of Novares India Automotive Private Limited.

This study aims to examine the relationship between Training and Development and organizational effectiveness at Novares India Automotive Private Limited, Chengalpet. It seeks to understand how T&D programs influence employee productivity, job satisfaction, and ultimately contribute to the company's operational success. The findings of this study will offer insights that can help Novares and similar organizations optimize their training strategies to foster a motivated, skilled workforce aligned with business objectives.

## **NEED OF THE STUDY**

Training and development have become crucial in today's dynamic business environment, especially in industries that rely heavily on skilled labour, innovation, and consistent quality, such as manufacturing. As organizations face increased competition, changing technologies, and rising employee expectations, the focus on enhancing workforce capabilities has intensified.

At **Novaraes India Private Limited**, it is essential to ensure that employees are not only technically proficient but also adaptive, motivated, and aligned with the company's goals. Although various training and development programs are conducted, the actual impact and effectiveness of these initiatives on employee performance and organizational productivity need to be assessed.

The **need for this study** arises from the following considerations:

1. **To Evaluate the Effectiveness:** There is a need to evaluate whether the existing training and development programs at Novaraes are meeting their intended objectives and contributing to employee growth.
2. **To Identify Gaps:** Identifying any gaps between what is delivered during training and what is actually required on the job can help improve future training efforts.
3. **To Improve Organizational Performance:** Effective training leads to improved efficiency, lower error rates, and higher productivity — directly impacting the company's bottom line.
4. **To Increase Employee Satisfaction and Retention:** Employees are more likely to stay in an organization that invests in their growth. Understanding how training affects employee morale can help reduce turnover.
5. **To Support Strategic Planning:** A structured evaluation of training programs can help management align learning initiatives with long-term organizational strategy and talent management plans.

## **OBJECTIVES OF THE STUDY**

The primary objective of this study is to examine the relationship between Training and Development initiatives and organizational performance at Novares India Automotive Private Limited, Chengalpet. Specifically, the study aims to:

- Analyze the existing Training and Development practices within the organization.
- Evaluate the impact of these programs on employee skills, productivity, and job satisfaction.
- Investigate how Training and Development contribute to overall organizational effectiveness.
- Identify challenges faced in implementing effective training programs.
- Provide actionable recommendations to enhance the effectiveness of Training and Development strategies aligned with the company's goals.

## **SCOPE OF THE STUDY**

This study focuses on exploring the relationship between Training and Development and organizational performance specifically at Novares India Automotive Private Limited, Chengalpet. The research covers various aspects of training programs, including their design, implementation, and impact on employee skills, job satisfaction, and productivity within the company.

The study is limited to employees working in selected departments at the Chengalpet facility and analyzes both technical and soft skills training initiatives. It does not extend to other Novares locations or the entire automotive industry but provides insights that may be relevant for similar manufacturing organizations.

Furthermore, the study examines challenges faced in executing effective Training and Development programs and suggests recommendations for improvement. The timeframe of the study is restricted to current and recent T&D practices within the last two years.

## **RESEARCH METHODOLOGY**

### **1. Research Design**

This study adopts a descriptive and analytical research design. It seeks to describe the current training and development practices at Novares India Automotive Pvt. Ltd. and analyze their impact on employee performance, satisfaction, and development.

### **2. Objectives of the Study**

1. To examine the existing training and development programs at Novares India.
2. To assess employee perceptions of training effectiveness.
3. To evaluate the impact of training and development on job performance.
4. To identify gaps in training programs and recommend improvements.

### **3. Research Approach**

A quantitative approach is primarily used through structured questionnaires, with a qualitative component (interviews with HR managers) to gain deeper insights.

### **4. Population and Sample**

- Population: All employees of Novares India Automotive Pvt. Ltd., Chengalpet.
- Sample Size: 50–100 employees (depending on access).
- Sampling Technique: Stratified random sampling is used to ensure representation from various departments (Production, Quality, Maintenance, HR, etc.).

### **5. Data Collection Methods**

- Primary Data
  - Questionnaires: Structured, close-ended, based on Likert scale (e.g., Strongly Agree to Strongly Disagree).
  - Interviews: Semi-structured interviews with HR and training coordinators to validate and complement survey responses.
- Secondary Data
  - Company documents on training modules, SOPs, employee performance records.
  - Annual reports, policy manuals, and industry training benchmarks.
  - Academic journals and published research for literature review.

### **6. Tools for Data Analysis**

- Microsoft Excel / Google Sheets for data entry and preliminary analysis.
- Statistical Software (e.g., SPSS) for advanced analysis (if available).
- Statistical Methods:
  - Descriptive statistics (mean, percentage, frequency)
  - Correlation analysis to examine the relationship between training and employee performance
  - Chi-square test or t-test for hypothesis testing (if applicable)

### **7. Research Instruments**

- A structured questionnaire containing:
  - Demographic details (age, gender, department, experience)
  - Questions on:

- Frequency of training
- Relevance of training content
- Satisfaction with development opportunities
- Impact of training on job performance and morale

## 8. Hypotheses

- $H_0$  (Null Hypothesis): There is no significant relationship between training and employee performance.
- $H_1$  (Alternative Hypothesis): There is a significant relationship between training and employee performance.

## 9. Limitations of the Study

- Access to internal HR data may be limited.
- Employee bias or reluctance in giving honest feedback.
- Sample size may not represent the entire organization if participation is low.
- Time constraints may limit longitudinal analysis.

## Chi-Square Test Analysis

### 1. Hypotheses

- **Null Hypothesis ( $H_0$ ):** There is **no relationship** between the **gender of the respondents** and the **training method focused on developing teamwork and leadership skills**.
- **Alternate Hypothesis ( $H_1$ ):** There is a **relationship** between the **gender of the respondents** and the **training method focused on developing teamwork and leadership skills**.

**Gender vs. Opinion on Training Focus on Teamwork and Leadership**

Gender	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Male	2	7	15	36	8	68
Female	0	0	4	6	2	12
<b>Total</b>	2	7	19	42	10	80

**Chi-Square Test Calculation**

O (Observed)	E (Expected)	(O-E)	(O-E) <sup>2</sup> / E
2	1.7	0.3	0.0529
7	5.95	1.05	0.1853
15	16.15	-1.15	0.0819
36	35.7	0.3	0.0025
8	8.5	-0.5	0.0294
0	0.3	-0.3	0.3
0	1.05	-1.05	1.05
4	2.85	1.15	0.464
6	6.3	-0.3	0.0143

2	1.5	0.5	0.1667
			<b>2.34704</b>

**Chi-Square Result**

- **Degrees of Freedom (df):**  $= (r-1) \times (c-1)$   
 $= (2-1) \times (5-1)$   
 $= 4$
- **Calculated Value ( $\chi^2$ ):** 2.34704
- **Tabulated Value ( $\chi^2$  at 0.05 significance level, df=4):** 9.488

**Decision Rule:**

Since  $\chi^2$  calculated (2.35) <  $\chi^2$  tabulated (9.488),

**we accept the null hypothesis.**

**Interpretation:**

There is no statistically significant relationship between the gender of the respondents and their opinion on whether training methods focus on developing teamwork and leadership skills.

**ANALYSIS USING KARL PEARSON'S CORRELATION ANALYSIS****Hypotheses**

- **Null Hypothesis ( $H_0$ ):** There is a **positive relationship** between:
  - "The training and development program has increased the skills and talents towards the assigned job" and
  - "The training is on the basis of development needs."
- **Alternate Hypothesis ( $H_1$ ):** There is a **negative significant relationship** between the two variables.

**CORRELATION BETWEEN TRAINING AND DEVELOPMENT PROGRAM HAS INCREASED THE SKILLS & TALENTS TOWARDS ASSIGNED JOB AND THE TRAINING IS ON THE BASIS OF DEVELOPMENT NEEDS**

Response Level	X: Training has increased skills & talents	Y: Training is on the basis of development needs		
Strongly Disagree (1)	2	1		
Disagree (2)	3	9		
Neutral (3)	11	12		
Agree (4)	43	41		
Strongly Agree (5)	21	17		
<b>Total (n)</b>	80	80		
<b>Mean</b>	$80 / 5 = 16$	$80 / 5 = 16$		
<b>X</b> (Training improves skills)	<b>Y</b> (Based on development needs)	<b>XY</b>	<b>X<sup>2</sup></b>	<b>Y<sup>2</sup></b>
48	-14	-672	2304	196

-15	210	-3150	225	44100
196	225	44100	38416	50625
-13	-7	91	169	49
91	169	15379	8281	28561
49	-5	-245	2401	25
-4	20	-80	16	400
25	16	400	625	256
27	25	675	729	625
5	1	5	25	1
5	25	125	25	625
1			1	
$\Sigma XY = 1001$		1001	1144	916

#### Correlation Coefficient Calculation

$$r = \frac{\Sigma(XY)}{\sqrt{\Sigma X^2 \cdot \Sigma Y^2}}$$

$$= \frac{1001}{\sqrt{1144 \cdot 916}}$$

$$= \frac{1001}{100133.823} \times 30.265$$

$$= 0.9778r$$

#### Interpretation:

- $r = 0.9778$  indicates a very strong positive correlation between the two factors.
- This shows that the more the training is based on development needs, the more it improves employees' skills and talents related to their assigned jobs.

#### FINDINGS

After collecting and analysing data from employees of Novares India Automotive Pvt Ltd, the following key findings emerged regarding the effectiveness of the company's training and development programs:

##### Awareness and Participation

- **85% of employees** reported that they are aware of the training programs provided by the company.
- **70% of respondents** have actively participated in at least one training session in the past year.

##### Training Content and Relevance

- **75% of participants** felt that the training content is relevant to their job roles and daily responsibilities.
- Some employees (about 15%) indicated that certain training modules could be updated to better reflect recent technological advancements in automotive manufacturing.

##### Improvement in Skills and Knowledge

- A majority, **80% of employees**, agreed that the training programs helped them improve their technical and soft skills.
- Many employees noted improvements in problem-solving, quality control, and teamwork after undergoing training.

### **Impact on Job Performance**

- **70% of employees** reported a positive impact of training on their job performance, citing increased efficiency and confidence in handling tasks.
- Supervisors observed a noticeable improvement in the productivity of trained employees compared to those who have not undergone training recently.

### **Employee Motivation and Satisfaction**

- Training programs have contributed to higher employee motivation, with **65% of employees** feeling more satisfied with their job after attending training sessions.
- Some employees expressed a desire for more frequent refresher courses and advanced skill development opportunities.

### **Challenges Identified**

- Scheduling conflicts and workload were cited as barriers preventing some employees from attending training regularly.
- A small percentage of employees (10%) felt that the training delivery methods (mainly classroom-style sessions) could be more engaging and interactive.

### **SUGGESTIONS**

Based on the findings of the study, the following recommendations are proposed to enhance the effectiveness of training and development at Novares India Automotive Private Limited, Chengalpet:

#### **Update and Customize Training Content**

- Regularly update training modules to incorporate the latest technological advancements and industry best practices in automotive manufacturing.
- Customize training content to better align with the specific needs of different departments and job roles.

#### **Diversify Training Methods**

- Introduce a mix of training delivery methods such as e-learning, hands-on workshops, simulations, and interactive sessions to increase engagement and retention.
- Incorporate on-the-job training and mentoring programs to reinforce learning.

#### **Flexible Training Scheduling**

- Implement flexible training schedules to accommodate employees' workload and shift timings, ensuring more employees can participate without affecting production.
- Consider offering training sessions during less busy periods or in shorter modules spread over time.

#### **Continuous Skill Development**

- Introduce refresher courses and advanced training programs for employees to continuously upgrade their skills and keep pace with industry changes.
- Encourage employees to pursue certification courses and provide support for external training opportunities.

#### **Employee Feedback and Involvement**

- Establish a formal feedback mechanism to gather employee suggestions and concerns regarding training programs regularly.
- Involve employees in the planning and design of training programs to ensure relevance and improve motivation.

### **Monitor and Evaluate Training Effectiveness**

- Develop measurable key performance indicators (KPIs) to assess the impact of training on employee performance and productivity.
- Conduct regular evaluations and update training programs based on performance data and feedback.

### **CONCLUSION**

The study on the effectiveness of training and development at Novares India Automotive Private Limited, Chengalpet, reveals that the company has established a strong foundation for employee learning and skill enhancement. The majority of employees recognize the relevance of the training programs and acknowledge improvements in their technical abilities and job performance. Training has also contributed positively to employee motivation and job satisfaction.

However, the study also highlights areas for improvement, such as updating training content to keep pace with technological changes, diversifying training methods to enhance engagement, and addressing scheduling challenges to increase participation rates. By implementing the suggested recommendations, Novares India can further strengthen its training initiatives, leading to enhanced employee performance, greater productivity, and sustained competitive advantage.

Overall, effective training and development are vital for the company's growth and success in the rapidly evolving automotive industry, and continuous efforts in this area will yield significant long-term benefits.

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