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A Study on Employee's Training and Development at J.K. Fenner India Pvt., Ltd., Madurai

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ABSTRACT: The project is titled as "A Study on Impact of Motivation of Employees at Sree Vaishnavi Industries, Madurai". This project focuses on examining Employee Training and Development at JK Fenner India Pvt. Ltd., Madurai. It highlights the importance of continuously enhancing employee skills, knowledge, and competencies to boost performance and support organizational goals. Effective training enhances productivity, satisfaction, and adaptability, covering areas like technical skills, soft skills, leadership, and on-the-job learning. The study involved all 124 employees through census sampling, using structured questionnaires and secondary data. Data analysis included percentage analysis, chi-square tests, and correlation. The objective is to evaluate training effectiveness, identify existing gaps, and offer practical recommendations to improve training practices and overall employee development.

KEYWORDS: Employee Training, Training Effectiveness, Employee Development, Job Performance, Learning Outcomes, Skill Enhancement, Human Resource Development

I. INTRODUCTION

Training and development are crucial organizational functions aimed at enhancing employee skills and preparing them for current and future roles. Training focuses on job-specific skills, while development supports overall growth. It boosts efficiency, reduces costs, improves performance, and strengthens morale. Assessing training needs is essential to design effective programs. Methods include on-the-job techniques like coaching and job rotation, and off-the-job methods such as case studies, simulations, lectures, and outward-bound training. Each method caters to different learning styles and job requirements, helping improve productivity, teamwork, innovation, and retention, thereby contributing to organizational success and employee personal growth.

Statement of the Problem

Training and development programs play a vital role in enhancing employee performance, skills, and productivity. However, many organizations struggle to assess their true impact on efficiency, job satisfaction, and career growth. Often, there's limited insight into how training supports skill improvement and organizational goals. This study seeks to evaluate the effectiveness of training in boosting employee performance and satisfaction, while also examining training relevance, frequency, methods, and the role of feedback.

Objectives of the Study

1. To explore the nature and structure of Employee Training and Development at JK Fenner Limited, Madurai.
2. To evaluate how effectively the training and development programs enhance employee performance and productivity.
3. To assess employee satisfaction regarding the frequency, methods, and relevance of the training programs offered by the organization.
4. To examine the influence of training on employees' knowledge, skill enhancement, and career progression.
5. To investigate the role of feedback in improving the effectiveness of training and development efforts.

Scope of the Study

This study helps

1. Understanding the existing training and development framework implemented at JK Fenner India Pvt. Ltd., Madurai.
2. Identifying how training programs align with organizational goals and employee roles.
3. Evaluating the impact of training on employee efficiency, morale, and skill advancement.

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4. Exploring opportunities for improving training delivery methods, frequency, and feedback mechanisms to enhance overall employee development and retention.

Limitations of Study

1. The study may have time limitations that prevent in-depth analysis of long- term effects or follow-up on the training outcomes.
2. The study only captures short-term feedback and does not evaluate the long- term impact of training on career growth, skill retention, or sustained job performance.
3. The study does not delve deeply into each specific method of training and their individual effectiveness.

II. REVIEW OF LITERATURE

From the study conducted by S.A.S Dismi Jayasuriya, (2024), titled "Impact of "Training and Development on Employee Performance" published in "International Journal of Governance and Public Policy Analysis (IJGPPA)", Vol6, Issue 1, it was concluded that it is important to give priority for identifying training outcomes and training content in designing the training and development programs.

In another study Conducted by Taruni Nakshatra Gadepalli, (2023), titled "Training & Development And Employees Performance; A Study With Respect To Indian Multinational Conglomerate Companies" published in "International Journal of Novel Research and Development", Vol 8, Issue 7, it was concluded that employees' understanding of their roles and responsibilities can be ensured by a well-designed structure, and employees' skills and knowledge can be acquired through training and development.

Yet another study conducted by Dr. Karibasamma N, in the year 2021, titled "A Conceptual study on Training and Development Programs and Reimbursement to Employee and Organization" published in "International Journal of Research and Analytical Reviews (IJRAR)", Vol 8, Issue 1, it was concluded that ff there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market.

Further study conducted by Mohamed Hamed AL-Rawahi,(2022), titled "A Research Study on the Impact of Training and Development on Employee Performance during Covid-19 Pandemic" published in "International Journal of Managerial Studies and Research (IJMSR)", Vol 10, Issue 7, it was concluded that the ability to choose the most qualified employees for a position is crucial to a company's success, and employees can only be successful if they possess the appropriate skills and competence.

Industry Profile – World Scenario

The global industrial rubber market has experienced significant growth, rising from $42.01 billion in 2023 to an expected $58.05 billion by 2028, driven by industrialization, automotive expansion, construction, and advancements in material science. Key growth factors include increased automotive and construction demand, Industry 4.0 integration, and innovation. Natural rubber, comprising 52% of the market in 2022, remains vital, with sustainable sourcing a key trend. Meanwhile, synthetic rubber, including SBR and NBR, is set to grow at a 5.2% CAGR due to rising demand for high-performance applications across automotive, industrial, and consumer sectors, promoting continuous product innovation.

National Scenario

India's rubber industry has emerged as a major sector, with the country poised to become the world's second-largest player. India ranks third in global rubber production and fourth in natural rubber consumption. While Kerala leads in production, growth is expanding to Northeast India. Synthetic rubber accounts for 30% of India's rubber use, prompting government support for domestic production. With over 35,000 rubber products, India exports to 190 countries. The automobile sector, especially tyres and components, drives demand. India also leads in reclaim rubber manufacturing and is among the few nations capable of consuming its entire rubber output, reflecting strong growth potential.

State Scenario

Tamil Nadu has a well-established rubber industry, contributing significantly to India's rubber production. With a strong history of cultivation, especially in Kanniyakumari district, the state produces around 24,163 tonnes annually, worth nearly ₹400 crores. Most plantations are owned by small growers, while replanting faces delays due to forest land regulations. Tamil Nadu ranks among the top rubber-producing states, with rising output. Alongside Kerala and Karnataka, it plays a key role in South India's rubber growth and exports globally recognized high-quality products.

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Future Outlook

The natural rubber market is projected to reach US$ 18,270.6 million in 2023, growing at a CAGR of 5.4% through 2033, driven by its lightweight, durable, and flexible properties. Widely used in automotive, construction, and medical sectors, demand is rising due to increased vehicle production, urbanization, and infrastructure development. Applications include tires, adhesives, shock absorbers, and medical devices. The COVID-19 impact temporarily reduced growth, but recovery and expanding end-use industries are expected to boost consumption to US$ 30,914.3 million by 2033.

Company Brief Profile

Fenner (India) Limited is India's leading manufacturer of industrial and automotive V-belts, oil seals, and power transmission accessories, known for its vast distribution network and strong brand presence. A trusted name among OEMs, the company leads in innovation and product development, supplying high-quality products to both domestic and international markets. With exports to over 40 countries, Fenner belts and oil seals are found in most Indian vehicles. For over 50 years, its success has been driven by a focus on excellence and customer satisfaction.

III. RESEARCH METHODOLOGY

Research is an art of scientific investigation. It is a movement from the known to unknown. It is a systematic method of finding solution to a problem. Search for knowledge through objective.

Research Design

A research design is a type of blueprint prepared on various types of blueprints available for the collection. Measurement and analysis of data. A research design calls for developing the most efficient plan of gathering the needed information. The research design calls for developing the most efficient plan of gathering the needed information. The research study applied here is purely descriptive.

Data Collection

The sources of primary and secondary data are used for the collection of information for the study. The data collection process follows the formulation for research design including the sample plan. The two types of data are,

1. Primary data.
2. Secondary Data.

Primary Data

The Primary data refers to fresh data collected from people by the researcher. Primary data are those which are collected fresh and for the first time data. The data is collected through questionnaire. The questionnaire was formulated keeping in mind the objectives of the research study.

Secondary Data

Secondary data refers to the information or facts already collected. When a secondary data is used, the researcher has to look into various sources from where the researcher can obtain data. This includes information from websites, journals, periodicals etc.

Research Approaches

Research approach is a plan and procedure that consists of the steps of brand assumptions to detailed method of data collection, analysis and interpretation. The research approach used in the study is the survey method.

Sample Design

In this research, simple random sampling method is used to select respondents to gather the necessary data. This is said to be the base of the research. The researcher selected 124 respondents randomly from the total population.

IV. TOOLS FOR ANALYSIS

Analysis means extracting meaningful information from the data collected by analyzing the information statistically. The collected data were analyzed with

1. Simple Percentage Analysis
2. Chi – square
3. Correlation

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Percentage Analysis

Percentage analysis was used to classify and summarize the demographic data and general response trends. It helps in identifying the proportion of respondents under different categories.

$$\text{Percentage} = \frac{\text{No.of Respondents in a Category}}{\text{Total No.of Respondents}} \text{ x } 100$$

Chi-Square Test

The Chi-Square Test was applied to examine the association between categorical variables. It is a non-parametric statistical test that determines whether there is a significant relationship between two attributes observed in the data.

$$\chi^2 = \frac{\sum (0i - Ei)^2}{Ei^2}$$

Coefficient Correlation Analysis

Correlation analysis was used to assess the strength and direction of the relationship between two continuous variables—for instance, the relationship between training satisfaction and entrepreneurial income levels. A positive or negative correlation helps in understanding the linear association between variables.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2}}$$

Data Analysis and Interpretation

Data analysis involves systematically organizing and examining data to answer research questions, often using visual tools like tables and charts. Data, collected through various methods, is meaningless until analyzed. Analysis identifies patterns and insights through techniques like classification and comparison. Interpretation gives meaning to findings, aligns them with research goals, and generates insights for informed decision-making and future studies.

Table: 1 Age

Age	No. of Respondents	%
Between 21–30	31	25
Between 31–40	71	57
Above 40	22	18
Total	**124**	**100**

It is interpreted that 25% of the respondents are in the 21 - 30 years of age group, 57% of the respondents are between 31 - 40 years of age group and 18% of the respondents are above 40 years of age group.

Table: 2 Gender

Gender	No. of Respondents	%
Male	99	80
Female	25	20
Total	**124**	**100**

The above table shows gender classification that, 80% of the respondents are Male and 20 % of the respondents are Female.

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Table: 3 Marital Status

Marital Status	No. of Respondents	%
Single	77	62
Married	47	38
Total	**120**	**100**

The above table shows 62% of the respondents are single (Unmarried) and 38% of the respondents are married.

Table: 4 Education Level

Education Level	No. of Respondents	%
SSLC	4	3
HSC	11	10
Diploma	8	6
Under Graduate	87	70
Post Graduate	14	11
Total	**120**	**100**

It was found that, 3% of the respondents are 10th qualified, 10% of the respondents are 12^{th} qualified 6% are diploma holders 70% are UG graduates, 11% of the respondents are PG graduates.

Table: 5 Monthly Income

Monthly Income	No. of Respondents	%
Less than 10000	29	23
10001 – 20000	69	56
Morethan20000	26	21
Total	**124**	**100**

It was found that, 23% of the respondents earn less than 10,000, 56% earn 10,001 – 20,000 and 21% earn more than 20,000 as monthly income.

Table: 6 Experiences

Experiences	No. of Respondents	%
Less than 5years	41	33
6–10 years	36	29
11–15 years	18	15
More than 15 years	29	23
Total	**124**	**100**

It was found that, 33% of the respondents have less than 5 years 6-10 years, 29% of the respondents have 6 – 10 years, 15% of the respondents have 11-15 years, 23% of the respondents have above 15 years of experience.

Table:7 Shift Time of Work

Shift Time of Work	No. of Respondents	%
Day	82	66
Night	6	5
Both	36	29
Total	**124**	**100**

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It was found that, 66% of the respondents work for day shift, 2 % of the respondents work night shift and 29% work both the shifts.

Table: 8 Frequency of Training Programmes

Frequency of Training Programmes	No. of Respondents	%
Monthly	103	83
Half Yearly	11	9
Yearly	6	5
Once in two years	4	3
Total	**124**	**100**

It was found that 83% of the respondents attend training programme monthly, 9% Half yearly, 5% yearly and 3% once in two years.

Table: 9 Improvement in Work Efficiency after Training Programme

Improvement in Work Efficiency after Training Programme	No. of Respondents	%
Strongly Agree	90	73
Agree	29	23
Neutral	4	3
Disagree	1	1
Strongly Disagree	0	0
Total	**124**	**100**

Here, 73% of the respondents strongly agree, 23% agree, 3% neutral, and 1 % disagree that there is improvement in work efficiency after Training programme.

Table: 10 Personal Career Developments after Training Programme

Personal Career Development	No. of Respondents	%
Strongly Agree	82	66
Agree	36	29
Neutral	4	3
Disagree	2	2
Strongly Disagree	0	0
Total	**124**	**100**

It is interpreted that 66% of the respondents Agree, 29% Strongly Agree, 3% Neutral and 2% Disagree that there is personal career development after training programme.

Table: 11 Final Outcome of Training

Final Outcome of Training	No. of Respondents	%
Knowledge	26	21
Skills	4	3
Career Development	5	4
All the above	89	72
Total	**124**	**100**

It is interpreted that that 21% of the respondents expressed knowledge 3% skills, 4% Career development and 72 % all of the above as final outcome of Training.

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Table: 12 Enhancing Productivity

Enhancing Productivity	No. of Respondents	%
Strongly Agree	79	64
Agree	39	31
Neutral	5	4
Disagree	1	1
Strongly Disagree	0	0
Total	**124**	**100**

It is interpreted that 64% of the respondents strongly agree, 31% agree, 4% neutral, 1% disagree that training programme enhances productivity.

Table: 13 Enhancing Employee Performance

Enhancing Employee Performance	No. of Respondents	%
Strongly Agree	44	35
Agree	74	60
Neutral	3	2
Disagree	1	1
Strongly Disagree	2	2
Total	**124**	**100**

It is interpreted that 35% of the respondents strongly agree, 60% agree, 2% neutral, 1% disagree and 2% strongly disagree that training programme enhances employee's performance

Table: 14 Improvement of Knowledge after Training Programme

Improvement of Knowledge after Training Programme	No. of Respondents	%
Yes	121	98
No	3	2
Total	**124**	**100**

It was interpreted that 98% of the respondents Agree and 2% disagree that there is improvement of knowledge after training programme.

Table: 15 Improvements of Skills after Training Programme

Improvement of Skills after Training Programme	No. of Respondents	%
Yes	117	94
No	7	6
Total	**124**	**100**

It was interpreted that 94% of the respondents Agree and 6% disagree that there is improvement of skills after training programme.

Table: 16 Types of On-the-Job training programme attended

Types of On-the-Job training programme	No. of Respondents	%
Job Rotation	87	70
Coaching	32	26
Supervisory Training	5	4
Total	**124**	**100**

It was interpreted that 87% of the respondents attended job rotation, 26% attended regular coaching and 4% attended supervisory training under the on-the-job training methods.

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Table: 17. Types of Off the Job training programme attended

Types of Off the Job training programme attended	No. of Respondents	%
Lecture Method	90	72
Vestibule Method	11	9
Case Study	5	4
Role Play	6	5
ICT based Training	12	10
Total	**124**	**100**

The above table shows that 72% of the respondents attended lecture methods, .9% attended vestibule method, 4% attended case study methods, 5% attended role play and 10% attended ICT based training.

Table: 18 Training relevant to the needs of the Organization

Training relevant to the needs of the Organization	No. of Respondents	%
Yes	116	94
No	8	6
Total	**124**	**100**

It was interpreted that 94% of the respondents agreed and 6% disagreed that the training conducted is relevant to the needs of the organization.

Table: 19 Effectiveness of the Training Programme

Effectiveness of the Training Programme	No. of Respondents	%
Highly Effective	92	74
Effective	27	22
Neutral	3	2
Ineffective	2	2
Highly Ineffective	0	0
Total	**124**	**100**

The above table shows that 74% of the respondents informed highly effective, 22% informed effective, 2% informed neutral, 2% informed ineffective about the conducted training programme.

Table: 20 Level of Overall Satisfaction

Level of Overall Satisfaction	No. of Respondents	%
Highly Satisfied	35	28
Satisfied	86	69
Neutral	2	2
Dissatisfied	1	1
Highly Dissatisfied	0	0
Total	**124**	**100**

It was interpreted that 28% of the respondents were highly satisfied, 69% of the respondents were satisfied, 2% were neutral, 1% were dissatisfied with the training programme conducted.

V. CHI–SQUARETEST

A chi-square test is a statistical test that is used to compare observed and expected results.
Relationship between Gender and Improvement in Work Efficiency
H0 (Null Hypothesis): There is no significant relationship between Gender and Improvement in Work Efficiency
H1 (Alternative Hypothesis): There is significant relationship between Gender and and Improvement in Work Efficiency

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Factor 1: Gender
Factor 2: Improvement in Work Efficiency

Table 21: Observed Frequency

	Improvement in Work Efficiency					Total
Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	73	23	3	0	0	**99**
Female	17	6	1	1	0	**25**
Total	**90**	**29**	**4**	**1**	**0**	**124**

Source: Primary Data

$$\textbf{Expected Frequency} = \frac{\textbf{Row Total x Coloum Total}}{\textbf{Grand Total}}$$

The Calculation is as follows

1. Row1 Total × Column1 Total / Grand Total = 99×90/120 = **71.85**
2. Row1 Total × Column2 Total / Grand Total = 99×29/120 = **23.15**
3. Row1 Total × Column3 Total / Grand Total = 99×4/120 = **3.19**
4. Row1 Total × Column4 Total / Grand Total = 99×1/120 = **0.79**
5. Row1 Total × Column5 Total / Grand Total = 99×0/120 = **0**
6. Row2 Total × Column1 Total / Grand Total = 25×90/120 = **18.14**
7. Row2 Total × Column2 Total / Grand Total = 25×29/120 = **5.84**
8. Row2 Total × Column3 Total / Grand Total = 25×4/120 = **0.81**
9. Row2 Total × Column4 Total / Grand Total = 25×1/120 = **0.20**
10. Row2 Total × Column5 Total / Grand Total = 25×0/120 = **0**

Table 22: Expected Frequency

	Improvement in Work Efficiency					Total
Gender	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Male	71.85	23.15	3.19	0.79	0	**99**
Female	18.14	5.84	0.81	0.20	0	**25**
Total	**90**	**29**	**4**	**1**	**0**	**124**

$$\chi^2 = \frac{\sum (\textbf{0i} - \textbf{Ei})^2}{\textbf{Ei}^2}$$

Table 22: Expected Frequency

Observed frequency	**Expected frequency**	**Oi–Ei**	**$(Oi–Ei)^2$**	**$(Oi–Ei)^2/Ei$**
73	71.85	1.15	1.3225	0.0184
23	23.15	-0.15	0.0225	0.0009
3	3.19	-0.19	0.0361	0.0113
0	0.79	-0.79	0.6241	0.79
0	0	0	0	0
17	18.14	-1.14	1.2996	0.0716
6	5.84	0.16	0.0256	0.0044
1	0.81	0.19	0.0361	0.0446
1	0.20	0.8	0.64	3.2
0	0	0	0	0
TOTAL				**4.1412**

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$\sum[(Oi–Ei)^2/Ei]= 4.1412$

Degrees of freedom = (No. of Rows – 1)(No. of Columns – 1) = (2-1) x (5-1) = 4

At 5% level of significance the value is 9.488 Calculated value = 4.1412
Table value >Calculate value
H0 is accepted

Inference
Hence there is no significant relationship between Gender and Improvement in Work Efficiency

Correlation
Coefficient of Correlation
Correlation coefficient is the statistical tools used to measures the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Table 23 Relationship between Effectiveness of Training Programme and Personal Career Development

Effectiveness (X)	Personal Career Development (Y)	X^2	Y^2	XY
92	36	8464	1296	3312
27	82	729	6724	2214
3	4	9	16	12
2	2	4	4	4
0	0	0	0	0
$\sum X=124$	**$\sum Y = 124$**	**$\sum X^2= 9206$**	**$\sum Y^2=8040$**	**$\sum XY=5542$**

Source: Primary Data
Formula:

$$r = \frac{n(\Sigma xy)–(\Sigma x)(\Sigma y)}{\sqrt{[n\Sigma x^2–(\Sigma x)^2][n\Sigma y^2-(\Sigma y)^2]}}$$

$$r = \frac{[5\times(5542)] – [(124)\times(124)]}{\sqrt{[5(9206) – (124 \times 124)][(5(8040) – (124 \times 124)]}}$$

$$r=0.4471$$

Therefore, the calculated value r=0.4471

Inference
It is inferred that the correlation **r = 0.3776** is positive, therefore there is significant relationship Effectiveness of Training Programme and Personal Career Development.

Suggestions
1. Provide diverse training programs tailored to varying experience levels, from entry-level to senior roles, ensuring all employees have access to relevant development opportunities.
2. Introduce mentorship programs to promote knowledge sharing and a supportive workplace culture.
3. Continuously update training approaches with the latest industry trends and technologies to maintain relevance.
4. Establish feedback systems to gather employee input, enhancing program effectiveness.
5. Emphasize soft skills like communication, teamwork, and problem-solving to foster better collaboration.

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6. Offer job rotation to expand employee experience and adaptability.
7. Recognize and reward outstanding participation in training to encourage broader engagement.
8. nsure all training initiatives align with organizational objectives, helping employees see the direct connection between their growth and the company's long-term success.

VI. CONCLUSION

This study shows that at JK Fenner India Pvt. Ltd., effective employee training and development play a key role in boosting organizational performance and employee satisfaction. By identifying specific skill needs, the company can design targeted programs that enhance productivity and support career advancement. Utilizing various methods like on-the-job coaching, seminars, and workshops helps employees stay competitive. Regular feedback ensures continuous improvement and goal alignment. A strong training system empowers employees, strengthens competitiveness, and builds long-term success through increased workforce loyalty and engagement.

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