

Effectiveness of Training & Development in Piramal Enterprises

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Abstract: Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. The source of data is collected from **PIRAMAL ENTERPRISES**. Further the paper goes on to analyze and understand and related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management. The sample size is 50 and time constraint is the major problem of this study. The tool used for analysis and interpretation is simple percentage analysis and chi-square. Both open end and close end questions are used in this questionnaire. To study on effectiveness of training and development within employees and to give suggestion regarding the improvement of the training and development process. This methodology explain about the overall objective research design, data collection method, sampling procedure, construction of questionnaire tools of analysis. Data constitute the foundation at statistical analyze and interpretation, the first important step in the project work is to obtain data collection by the primary method. This paper Gives an opportunity to analyze various factors regarding efficiency of training and development. The research is useful to know that the efficiency of training and development in .PARAMAL The research found that the training t is very help to improve productivity.

Keywords: Accomplishment, Interpretation, Effectiveness, Constraint, Opportunity

Introduction

Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). To develop the desired knowledge, skills and abilities of the employees, to perform well on the job, requires effective training programs that may also effect employee motivation and commitment (Meyer and Allen, 1991). In order to prepare their workers to do their job as desired, organizations provides training as to optimize their employee's potential. Most of the firms, by applying long term planning, invest in the building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in future, thus, improving the employee performance through superior level of motivation and commitment.

When employees recognizes their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job. Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely effect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential.

Employees who undergo proper training tend to keep their jobs longer than those who do not. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. The companies aimed at gaining the competitive advantage realized the importance of training in improving the employees performance. Past researches provides the evidence regarding the positive affect of training programs on both employee and organizational performance. On one hand previous work in the field proved that effective training programs leads to superior return on investment while the other

researches mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993).

Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have moulded the need of capabilities and competencies required to perform a particular tasks. Thus, to cope with these challenges, more improved and effective training programs are required by all corporates. Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, 2006).

According to Farooq. M, & Aslam. M. K (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating good working environment within the organization. For the sake of capacity building managers are involved in developing the effective training programs for their employees to equip them with the desired knowledge, skills and abilities to achieve organizational goals. This struggle by the top management not only improves the employee performance but also creates positive image of the firm worldwide, (Jia-Fang, 2010).

Effective training programs helps employees to get acquaintance with the desired new technological advancement, also gaining full command on the competencies and skills required to perform at a particular job and to void on the job errors and mistakes (Robert, 2006).

Amongst the important function of human resource management, one of the crucial function is employee development through proper training and development programs. Employee development refers to the capacity and capability building on an employee, and thus as of whole organization, to meet the standard performance level (Elena P. 2000). More the developed employees, more they are satisfied with their job, hence increasing the firm productivity and profitability. (Champathes, 2006).

In spite of the large number of researches on the relationship between training and employee performance, there appears to be a gap, concerning the study of effect of training on employee performance. The purpose of this study is to close this gap by deeply investigating this phenomenon through the relevant literature, shedding more light into the relationship of training effectiveness, and superior employee performance and providing suggestions to the firms as how they can make best use of training programs to make their employees perform well on job.

Although definitions frequently include learning experiences provided to employees to bring about changes in behavior that promote the attainment of the goals and objectives of the organization, the definitions in the literature range from quite narrow to broad and all-encompassing. More often, the definitions use the term human resource development (HRD), rather than training and development, to identify the function (Tracey, 1992). "What should training be called?" This question has larger implication than may be immediately apparent. The issue amounts to much more than a question about semantics or definitions. Confusion over the name of the training field perpetuates a perception that, in general, training lacks focus (Rothwell, 1996). This call for focus is one of the reasons we chose to explore more closely the definitions of training.

Employee training and development has emerged as a major educational enterprise over the past three decades. This increase is associated with a demand in the workplace for employee at all levels to improve performance in their present jobs to acquire skills and knowledge to do new jobs, and to continue their career progress in a changing world of work (Armstrong, 2001; Craig, 1987). Numerous organizational adages suggest that people are the key to any successful business operation. This emphasis is not empty as it is becoming increasingly clear that no human enterprise can succeed without properly skilled and knowledgeable human resource development professionals (Goldstein & Ford, 2002). Ongoing employee development is critical to the short and long term success of every business profit or non-profit (Becker, 1962; Pittam, 1987).

PIRAMAL ENTERPRISES LIMITED (PEL) is engaged in the business of pharmaceuticals, including research and development, financial services and information management through its subsidiaries. The Company's pharmaceutical business consists of manufacturing and sale of own and traded bulk drugs and formulations. The Piramal Group comprises 4 key companies: Piramal Enterprises Ltd, Piramal Glass, Piramal Realty and Piramal Foundation. In the early 1980s, Ajay Piramal took over the reins of the Piramal Group. In 1984, the group acquired Gujarat Glass Limited, a manufacturer of glass packaging for pharmaceutical and cosmetic products, followed by Ceylon Glass in 1999. In 1988, the group bought Nicholas Laboratories, the company which later flourished and by 2010 reached the highest valuation in the pharmaceutical industry. Over the decade, the company acquired many business units to strengthen their presence. In 2006, the company bought Pfizer's UK manufacturing facility, Morpeth. The company also formed Piramal foundation, a philanthropic arm of the group.

In 2007, it underwent a deal with Merck for development and discovery of new drugs. In 2008, it signed second drug development deal with Eli Lilly. The company Nicholas Laboratories was renamed to Piramal Healthcare Ltd. In 2010, the domestic formulations business was sold to Abbott. It was considered to

the most expensive deal. In the same year, the group formed its own real estate entity, Piramal Realty. 2011 saw Fortune 500 ranking Piramal Healthcare in the top-50 largest corporations across India.

Also, UN Conference on Trade and Development's World Investment Report 2011 ranked Piramal Healthcare as No. 5 in the top 10 pharmaceutical contract manufacturers worldwide. In 2011-12, Piramal bought 11% in Vodafone Essar. In 2014, it sold its 11% Stake in Vodafone India to Prime Metals, an indirect subsidiary of Vodafone Group. In 2012, Piramal Healthcare was renamed to Piramal Enterprises Ltd. BST-CarGel, Piramal's innovative bio-orthopaedic product for cartilage repair, received European CE mark approval. Piramal's Decision Resources Group acquired Abacus International; a UK based global market access Solutions Company for many of the world's leading healthcare companies. Piramal's heritage brand 'Saridon' won prestigious emvie award. Piramal Enterprises acquired the brand Caladryl in India. Caladryl is an anti-pruritic solution known for dermatosis application for minor skin irritations and itching. This acquisition enabled Piramal Enterprises to widen its consumer products portfolio in the skin care segment. Ajay Piramal, along with Swati Piramal has been nominated for the Forbes Philanthropy Awards 2013 in the Outstanding Philanthropist category.

Objective of the Study

- ❖ To find out the factors affecting the performance of the employees in Piramal Enterprises.
- ❖ To analysis the effect of training program.
- ❖ To identify the significance of employee performance.
- ❖ To explore the relationship between Training and employees performance.

Limitation of the Study

- ❖ Because of lack of technical knowledge there was difficulty in understanding the technical details.
- ❖ Time constraints were the major limitation
- ❖ Work force of PIRAMAL is 820 but this study is based on response of only 50 employees.

Research Methodology

This methodology explain about the overall objective of research design, data collection method, sampling procedure, construction of questionnaire, tools of analysis.

Research Desingn

The study is descriptive in nature. Because it describes opinion, the effectiveness of training and development.

Non – probability sampling has been used in this study. Under this non – probability sampling, convenience sampling was chosen. The data was collected through structured questionnaire. Further the research is designed to employ simple statistical tools.

Sources Of Data:

- ❖ **Primary data**
- ❖ **Secondary data**

PRIMARY DATA: The primary data was collected by employees of the company through structured questionnaire.

SECONDARY DATA: The source of data is mainly from company website, books and some records.

SAMPLING METHOD: The sampling method used in this study can be defined as convenience sampling.

SAMPLE SIZE : 50 samples has been used for the survey and data analysis

A Brief History of Training and Development

Training and development in public and private enterprise is a vital department to the organization. Organizational challenges today appear unparalleled in history (Tracey, 1974). According to Tracey (1974), the oldest form of training in industry in Western society is the apprenticeship system which was developed in the middle Ages by the trade guilds and during the Elizabethan period apprenticeship began to decline. The industrial revolution speeded the decline of the apprenticeship tradition. However, apprentice training likely remains as an important source for the development of skilled workers in United States (US) as the number of apprentice in training in all trades at the end of fiscal 1947 was 192,954 but buy the end of fiscal 1970 the number had grown to 279,693, an increase of 44.9 percent (Manpower report from the President, 1972). More

recent data, located by researchers, indicated the trend is still an important component for the development of workers in the Twenty-first Century. The US Department of Labor Office of Apprenticeship Training, Employer and Labor Services reported 482,823 individuals involved in apprenticeships in 2002.

The popularity of the training laboratory and other forms of sensitivity training increased tremendously in the 1960s and the need for management training was recognized more than ever (Miller, 1987). In the 1970s organization development became more popular and most talked about training technique or practice. Introduction to competency based learning came into popular use in the last half of the 1970s (Miller, 1987). Training became more popular by the 1980s through behavior modeling which was used in the early 1970s and its greatest use was for management training, and skills training. There was renewed emphasis on career development in the first half of the 1980s (Miller, 1987). It was noted that employers spend \$30 billion on formal training and approximately \$180 Billion on informal On-the-job training each year (Carnevale, Gainer & Villet, 1990)

Now the demands of industry and commerce are continually changing and are reflected in the activities of the training department and the training and development programs. New approaches, skills, competencies, operations and procedures require either new training term or modifications of existing ones as the term “training” is very complex (Rae, 1997). These changes indicate the importance of renewing and/or clarifying the focus not only of specific training efforts, but of training and development overall. One way to reinvigorate dialogue regarding HRD-related area such as training and development is to explore related definitions (Swanson, 2001).

Three Perspectives as Context for Exploring HRD-Related Definitions

There have been many articles exploring definitions of HRD and related topics such as CD and OD. The following section explores three recent discussions regarding the relevance of HRD-related definitions to the development of the field.

Exploring Definitions as Part of the Theory-Building Journey

Swanson (2001) emphasized the importance of theory building as essential to the growth and ongoing viability of HRD and related enterprises. “Seemingly elementary investigations into definitions and documentation of a range of ideas within a single realm of HRD are fundamental to theory-building stepping-stones. Recent examples in the literature (articles focusing on HRD-related definitions)...add to our understanding of the HRD phenomenon” (Swanson, 2001, p. 301). Swanson emphasized the increasing demand for HRD-related theory that can expand the current horizons of scholarship and practice, and that can prevent practitioners and scholars from wallowing in a theoretical explanations and practice. From this point of view, refinement and exploration of HRD-related definitions, like training and development, can make important contributions to the field (Swanson, 2001).

Exploring Definitions as Culturally Unique Phenomena

McLean and McLean (2001) support the concept of HRD and related definitions while, at the same time, emphasizing that the increasingly global and complex nature of HRD does not support a single definition, but multiple perspectives. From this point of view, influences such as government and legislation, national contexts, religious belief systems, and other cultural factors play an active and varied role in the framing of HRD and related definitions around the world. McLean and McLean (2001) and McLean (2000) support the notion of ambiguity in HRD and related definitions as well as the notion forwarded by Mankin (2001) that “practitioners and academics should embrace HRD as an ambiguous concept as it is this ambiguity that provides HRD with its distinctiveness” (p. 80). McLean and McLean’s (2001) introduction of their own definition of HRD affirm the importance of HRD definitions while, at the same time, emphasizing the notion that attempts to remove ambiguity from definitions is “futile and cannot happen”

Review of Literature

Sajeer 2009 in their study analyzed that majority of the respondents have give favorable opinion towards the training of the company but some problems exist that deserve the attention participations. They need to bridge gap between the participation and perfomance. The overall employees attitude towards training is that they are satisfied with the existing training and development programme but still they want more skill in work . Jithin 2011 in his Study analyzed that it is the effect of training to bring high confidence on the workers. Considering this fact the paper is an attempt to gives as performance of employees in whole level and productivity change by training. In the fast pace changing world of business and environmental uncertainty, organizations realize its limitation of dealing with new challenges (Tai, 2006). However te further states that

the firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organisational level, and thus participates in the process of organisational change (Valleet al., 2000). Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional job rotation of the workers (Jones and Wright, 1992; Shaw et al.1998). Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Pfeffer, 1994). All these contributions lead to a achieving competitive advantage (Youndtet al., 1996) and to an enhancement in employee performance and organisational productivity (Bartel, 1994; Knoke and Kalleberg, 1994; Huselid, 1995; Delery and Doty, 1996).

Training

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance.

Training programs not only develops employees but also help an organization to make best use of their humane resources in favour of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2006). Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004).

Training develops self efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2006).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration,originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at frim will not dd to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

The Importance of Training

Training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information they need to perform those jobs (Anonymous, 1998). The general benefits received from employee training are: increased job satisfaction and morale , increased motivation , increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover.

Employee Performance

According to Hawthorne studies, and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are

more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce.

According to Leonard-Barton, (1992), an organisation that gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically (Lawler, 1993; Delaney and Huselid, 1996). The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (e.g. McGill and Slocum, 1993; Ulrich et al., 1993; Nonaka and Takeuchi, 1995; DiBella et al., 1996). Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence achieve more employee commitment towards the organizational goals (Huselid, 1995; Ichniowski et al., 1997). Kamoche and Mueller (1998) mentioned that training should leads to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

“ A term typical to the Human Resource field, employee performance is everything about the performance of employees in a firm or a company or an organization. It involves all aspects which directly or indirectly affect and relate to the work of the employees” (employee performance, website). Employee's performance important for the company to make every effort to help low performers. Performance is classified into five elements : Planning, monitoring, developing, rating and rewarding. In the planning stage ,Planning means setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals.

Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them .Monitoring means continuously measuring performance and providing ongoing feedback to employees and work groups on their progress toward reaching their goals. Ongoing monitoring provides the opportunity to check how well employees are meeting predetermined standards and to make changes to unrealistic or problematic standards .During the developing stage an employee is supposed to improve any poor performance that has been seen during the timeframe one has been working at the company. During planning and monitoring of work, deficiencies in performance become evident and can be addressed. The rating is to summarise the employee performance. This can be beneficial for looking at and comparing performance over time or among various employees. Organizations need to know who their best performers are at the end of the cycle is rewarding stage. This stage is designed to reward and recognise outstanding behavior such as that which is better than expected.

The Relationship between Training and Employees Performance

Most of the previous studies provides the evidence that there is a strong positive relationship between human resource management practices and organizational performance. (Purcell et al., 2003). According to Guest (1997) mentioned in his study that training and development programs , as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. The result of Farooq. M, & Aslam. M. K (2011) study depicts the positive correlation between training and employee performance as $r=.233$. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employees job related needs in timely fashion. Training is the only ways of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals.

Guidelines for Employee Professional Evaluation & Development

- ❖ **ABILITY:** Evaluate the employee's physical ability and health issues, if there are any, to decide to what extent can he perform the job, in addition, evaluate the employee's present and past psychological state to decide if he or she has the mental ability to actually start or even continue the tasks. For example: Kaiser Permanente has been ranked 3rd in 2012 in recruiting disabled employees', who constitute 5% of the workforce there, and assigned them tasks that could actually fit their capabilities . (Diversity Inc. 2011).

- ❖ **STANDARDS:** Evaluate how the employees perceive their jobs in term of understanding their tasks and duties, smooth cooperation with their supervisors, and awareness of time limits. Also, evaluate how goals and procedures are presented to employees in terms of clearance, and availability (soft or hard copies). For example, Halliburton’s “zero” rule, which seeks to zero health incidents, is set, clearly, to both employees and visitors, even on their website to ensure safety in its facilities. (Halliburton)
- ❖ **KNOWLEDGE AND SKILLS:** Evaluate if the employees’ background knowledge and adeptness are compatible with tasks and duties. If they are not, check if there is any training to narrow the knowledge and skill gaps. And if there are no trainings, decide whether it is absolutely necessary for the employee to complete the tasks. For example, most IBM employees need to have an electronic or computer skills background, but if some lack some of this knowledge; IBM will provide extensive trainings to close the gap. (Training Industry, 2012).
- ❖ **MEASUREMENT:** Evaluate your employee evaluation if it is based on measuring the employees’ performance in terms of task performance or if it biased to the employee. For example, the Accreditation Board of Engineering and Technology sends its evaluators overseas to evaluate college professors in terms of accreditation standards, while maintaining a completely un-biased status. (ABET).
- ❖ **FEEDBACK:** Check if the employee receives regular feedback on his or her work and performance or not. And if feedback is received, check if it is related to compensation, and if the employee chooses his evaluator. For example, Adobe has decided to relate performance feedback to annual salary increase. (ET, and Sengupta, 2012)
- ❖ **ENVIRONMENT:** Check if the employee is surrounded by the necessary tools needed for task completion and if enough time is given for task completion, or if the working environment is comforting for task completion. For example McDonald’s provides all the necessary tools required for trainings, and accommodations to its working environment. (McDonald’s).
- ❖ **MOTIVATION:** Check if there is any sort or incentive for good performance or punishment for bad performance. Additionally, for effective employees, check for any guard for those employees if they are punished with extra tasks to do just because of their good performance. For example JFC staffing company motivates its employees .

Research Tools: Percentage analysis, Chi-Square Tests and bar diagram are used in the analysis by using SPSS17.0 software package.

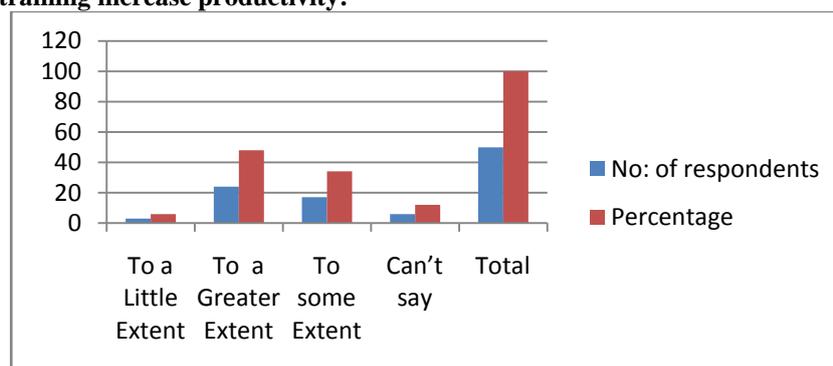
Simple Average Method
Table showing – Training increase productivity:-

Attributes	No: of respondents	Percentage
To a Little Extent	3	6
To a Greater Extent	24	48
To some Extent	17	34
Can’t say	6	12
Total	50	100

Inference

Out of 50 respondents 48% are of the view that training will help to increase productivity to a greater extent and about 6% are of the view to a little extent about the above statement.

Chart showing training increase productivity:



Chi-Square

H0 There is no relation between participation in training and performance of the employee

Count

Performance of employee * training participation Cross tabulation

	TRAINING PARTICIPATION				
	VERY SATISFIED	SATISFIED	AVERAGE	DISSATISFIED	TOTAL
PERFORMANCE OF EMPLOYEE					
To a Little Extent	3	7	4	1	15
To A Greater extent	8	8	3	2	21
To Some Extent	2	6	1	0	9
Can't say	1	2	1	1	5
Total	15	23	9	4	50

CHI-SQUARE TESTS

	VALUE	DIFFERANCE	ASSUMPTION STG (2-SIDED)
Pearson Chi-Square	5.240 ^a	9	.813
Likelihood Ratio	5.557	9	.783
Linear-by-Linear Association	.002	1	.967
N of Valid Cases	50		

a. 13 cells (81.3%) have expected count less than 5. The minimum expected count is .40.

Hypothesis: Here the calculated value is greater than .5 so H0 is reject, hence there is a relationship between participation of training and performance of employee.

Findings:

- ❖ The employees in PIRAMAL views to a greater extend that training is necessary.
- ❖ The employees agree with the view that training increase productivity to a greater extend.
- ❖ The employees agree to a greater extend that training will help to increase their performance.
- ❖ It is found that training help to reducing the wastage of time.

Suggestions:

- ❖ Increase training effectiveness to a greater extend improves high performance growth.
- ❖ Provide training highly to make better improvement in interpersonal relationship.
- ❖ Employees should try to take active part in the training programmes.
- ❖ Training by interacting with individual level is the right way to increase the performance

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. We can see that the organizational training has great impact on employees. If the organizational training is not good then it will adversely affect employees. 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.. PIRAMAL is very conscious of the needs of the employees and does it best to keep the training to its workers. In the study employees shows greater importance to training also they are in the view that training is an important component for new and existing employees. It increase performance and satisfaction level in the 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 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 their job in an effective way.

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