

**Evaluating the Effectiveness of Training and Development Programme  
at A. W. Faber Castell Pvt. Ltd**

An Internship Report for

MGA-652 Industry Internship

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Submitted in partial fulfilment of Master's Degree

MBA in Human Resource Management

by

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GOA UNIVERSITY

Date: May 2024



Examined by:

Seal of the School

### **DECLARATION BY STUDENT**

I hereby declare that the data presented in this Internship report entitled, "Evaluating Effectiveness of Training and Development Program" is based on the results of investigations carried out by me in the (Management studies) at the Goa Business School, Goa University, under the mentorship of Dr. Paresh Lingadkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

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Date: 06/05/24

Place: Goa University

### COMPLETION CERTIFICATE

This is to certify that the internship report "Evaluating the Effectiveness of Training and Development Programme" is a bonifide work carried out by Ms. Asmita Anant Shirvoikar under my mentorship in partial fulfilment of the requirements for the award of the degree of Masters of Business Administration in the Discipline of Management studies at the Goa Business School, Goa University.



Dr. Paresh Lingadkar

Date: 06/05/24

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School Stamp

Date: 06/05/24

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## **ACKNOWLEDGEMENT**

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Lastly, I would like to express my gratitude to my friends and family for their constant encouragement and motivation during the duration of my internship.



**A. W. Faber-Castell (India) Pvt. Ltd.**

Factory : 24/1 D-1, Mologo-De-Orora, Corlim, Goa - 403110. Ph.: (91-832) 6652000

Date – 15/01/2024

To

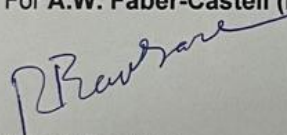
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**Subject – Acknowledgment for 4<sup>th</sup> Semester Internship for MBA Student**

As per above cited subject, we hereby acknowledge that Ms. Asmita Shirvoiker has been selected for conducting Internship with **A.W. Faber-Castell (India) Pvt. Ltd.** which will commence on **15/01/2024 to 04/05/2024** for period of 4 months.

**With Regards**

**For A.W. Faber-Castell (India) Pvt Ltd**

  
**Nilesch Raorane**  
**Sr. Manager – HR & Admin**



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FABER-CASTELL  
since 1761

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Date: 06/05/2024

**CERTIFICATE OF INTERNSHIP**

This is to certify that Ms. **Asmita Shirvoikar** has successfully completed her internship in Human Resource department at A. W. Faber-Castell(India) Pvt. Ltd. The internship program commenced on 15/01/2024 and ended on 04/05/2024.

This internship certificate is being presented to **Ms. Asmita** following a detailed Project Report on Training and development.

During the course of internship program she was found to be sincere, positive and performance oriented.

**FOR A.W. FABER CASTELL(India) Pvt Ltd**

Nilesh V. Raorane



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## **EXECUTIVE SUMMARY**

Training is a transformative process that plays a pivotal role in empowering individuals to enhance their proficiency, capabilities, and effectiveness in their respective roles within an organization. By equipping individuals with updated knowledge and understanding of essential skills pertinent to their job functions, training serves as a catalyst for improving job performance and productivity. Furthermore, training is instrumental in fostering the development of appropriate behavior and attitude towards work and colleagues. It cultivates a positive outlook and professional demeanor that aligns with the organizational culture and values. In today's dynamic work environment, training also serves as a cornerstone for job security, ensuring that employees remain adept and competitive in their roles. It provides individuals with an awareness of organizational rules, procedures, and guidelines, guiding their behavior and actions in accordance with the established standards. Ultimately, training is the application of knowledge to enhance current job performance and prepare individuals for future career opportunities within the organization. This report presents an evaluation of the effectiveness of training and development programs at Faber Castell. The objectives of the analyses employee satisfaction with training programs, and examine the impact of training on employees. The study revealed that Faber Castell employs a comprehensive approach to training and development, utilizing a mix of in-house training sessions, external workshops, and online learning platforms. The methods used for evaluating training effectiveness include feedback surveys, performance metrics, and post-training assessments. Through data analysis and employee feedback, it was found that the majority of employees are satisfied with the training programs offered by Faber Castell. They reported improvements in skills, knowledge, and job performance as a result of participating in training sessions. The impact of training on employees was evident in increased productivity, enhanced job satisfaction, and a better understanding of company goals and values. Employees expressed appreciation for the continuous learning opportunities provided by the organization. The training and development programs at Faber Castell play a vital role in employee growth, job satisfaction, and organizational success. The findings of this evaluation underscore the importance of ongoing investment in training initiatives to support employee development and drive business performance.

## 1. PROFILE OF THE COMPANY

A.W. Faber-Castell (India) Pvt. Ltd is situated at Corlim Goa which is incorporated in 1998 and it is manufacturing unit of Text liner, connectors pens, fabric colour, poster colours, oil pesters and other office supplies as well as high-end writing instruments and luxury leather goods. Headquartered in Stein, Germany, it operates in 14 factories and 20 sales units throughout the globe. The Faber-Castell Group employs a staff of approximately 8,000 and does business in more than 120 countries.



Faber-Castell, a historic family enterprise with a legacy spanning 261 years, is globally esteemed for its annual production of over 2 billion pencils in more than 120 vibrant colours. Founded by Carper-Faber, a skilled cabinet maker, just outside the city gates of Nuremberg in Stein, the company's Indian subsidiary, A.W. Faber-Castell (India) Pvt.

Ltd, assumes responsibility for marketing, manufacturing, and distributing its diverse product range throughout the SAARC and African regions. Headquartered in Mumbai, this branch of Faber-Castell has established additional offices in key cities such as Delhi, Chennai, Goa, and Kolkata. Renowned as the foremost pencil manufacturer worldwide, Faber-Castell's illustrious reputation extends beyond pencils to encompass a wide array of premium stationery items. Operating in 120 countries, the company is celebrated for its unwavering commitment to excellence and innovation, ensuring a significant presence in the global market.

At the core of Faber-Castell's operations in Goa lies an unwavering focus on quality and environmental management, as evidenced by the attainment of ISO 9001 and ISO 14001 certifications. These certifications serve as a testament to the company's strict adherence to rigorous standards of quality and environmental stewardship, ensuring that its products not only meet stringent quality benchmarks but are also manufactured in an environmentally responsible manner.

## **MISSION**

“To provide high-quality, innovative products that inspire creativity and expression while promoting environmental sustainability and responsible business practices.”

## **VISION**

“To be a global leader in providing artistic and writing tools, recognized for their quality, innovation, and commitment to environmental stewardship.”

### **1.1 GOALS AND OBJECTIVES**

- Continuously innovate and develop high-quality products that meet the needs of artists, writers, and creative individuals.
- Foster a sustainable and environmentally friendly approach to production and business operations.
- Expand global presence while maintaining commitment to local communities and markets.
- Strive for excellence in customer satisfaction and brand loyalty.

### **1.2 COMPANY POLICIES**

- Communication Policy
- Policy for purchase of company products
- Employee relocation policy
- Uniform attendance policy
- Environmental policy
- Safety policy
- Aapka Sujhaav – Employee suggestion box
- POSH

### **1.3 MANAGEMENT TEAM**

- Managing director Partho Chakrabarti

- Directors in each Departments

#### **1.4 DEPARTMENTS**

- Accounts Department
- HR Department
- R&D Department
- Production Department
- Quality Department
- Stores Department
- Packaging Department
- IT Department
- Maintenance Department

#### **1.5 SWOT ANALYSIS**

Strengths:

- Wide range of products
- Affordable and luxury options
- Over 200 years of legacy
- Good quality at reasonable prices
- Strong distribution and kid-friendly advertising.

Weaknesses:

- Intense competition
- Difficulty in premium/non-premium distinction.

Opportunities:

- Innovate in design, colour, and packaging
- Changing customer preferences
- Explore new product categories.

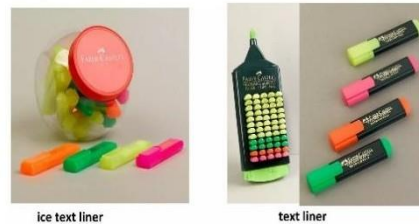
Threats:

- Duplicate product
- Cheaper options from different brands

## 1.6 PRODUCTS

- Fun paints
- Child safe Dust free Erasers
- Modelling dough
- Text liner
- Wax crayon
- Poster colours
- Oil pastels
- Connectors sketch pens

Text Liner



Wax Crayon



Poster Color



Tempera poster color

Sketch Pen



Connector sketch pen

Tip sketch pen



## **1.7 COMPETITORS**

- Play & Learn competitors: Camlin, Lyra Crayola
- General Writing Competitors: Camlin, Luxor, Papermate, Artline
- Art & Graphic : Copic , Derwent, Koh-i-noor, Cretacolor
- Fine writing: Cross, Lamy ,Parker Waterman

## **1.8 ACHIEVEMENTS**

- Faber Castell is the largest pencil manufacturer in the world.
- Invented the hexagonal pencil.
- Set standards for grading of pencils.
- First pencil brand to win several design awards (for the innovative triangular pencil "Grip 2001")
- First to launch the triangular pencil.
- First and the only company to use water based varnish on pencils to ensure children's safety and environment protection.
- Only brand that is self-sufficient in wood production thanks to its reforestation project.

# **EVALUATING THE EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMME AT A. W. FABER CASTELL PVT. LTD**

## **2. INTRODUCTION TO TOPIC**

In the world of work, organizations invest time and money in training and development programs to help their employees learn new skills, improve their performance, and stay competitive. These programs can range from formal classroom training to on-the-job coaching and mentoring sessions. However, simply conducting training sessions is not enough; it is equally important to evaluate the effectiveness of these programs to ensure that they are delivering the desired results.

The effectiveness of training and development programs refers to their ability to achieve specific learning objectives and contribute to organizational goals. It involves assessing whether employees have acquired the knowledge, skills, and competencies intended by the training, and whether they are able to apply these effectively in their roles. Additionally, effectiveness evaluation seeks to determine the impact of training on job performance, employee engagement, and overall organizational success.

Evaluating the effectiveness of training and development programs serves several purposes. Firstly, it helps organizations identify areas of strength and areas for improvement in their training initiatives. By understanding what is working well and what needs adjustment, organizations can refine their training strategies to better meet the needs of their employees and the business. Secondly, evaluation provides valuable feedback to trainers and instructional designers, enabling them to continuously enhance the quality and relevance of training content and methods.

In this report, I will explore various methods and approaches for evaluating the effectiveness of training and development programs and impact of training on employees. Through systematic evaluation, organizations can ensure that their investments in training yield meaningful results, enhance employee capabilities, and drive sustainable business performance.

Faber-Castell believes that making sure their employees are really good at their jobs is super important. They have special training programs to teach them everything they need to know about making colours. They want their workers to be ready for anything. This helps the company stay ahead in the world of stationery and art supplies.

Faber-Castell knows that having well-trained and skilled employees is key to their success. That's why they put a lot of effort into their training and development programs. These programs are designed to teach employees everything they need to know about their jobs, whether it's mastering the art of colour production or becoming experts in product knowledge. They want their workforce to be ready for anything the market throws at them. But it's not just about job skills – Faber-Castell also encourages their employees to keep learning and growing. This helps their employees reach their full potential and make valuable contributions to the company's success. By investing in training and development, Faber-Castell not only helps their employees grow but also stays competitive in the global market for stationery and art supplies.

### **Employee Training and Development:**

Make your employees better at their jobs by giving them training. This helps the business do well because trained employees stay and help the company grow. It's like investing in your team to make them more skilled and committed.

### **Management Training and Development:**

Help employees become good managers and turn managers into strong leaders. Keep improving their skills and knowledge so they can lead effectively. It's about growing leaders from within your own team.

#### **2.1.1 Importance of Training and Development**

Training is really important in human resource department. It helps all kinds of workers and managers learn new skills to be better at their jobs. It's necessary, helpful and makes everyone more productive.

The importance of training and development is:-

- Optimum utilization of resources:

Training plays a pivotal role in ensuring the optimum utilization of resources at Faber-Castell. By equipping employees with the necessary skills and knowledge, the organization optimizes its workforce, ensuring that each team member is well-prepared to handle responsibilities effectively. Well-trained employees are inherently more productive, contributing efficiently to the company's overall functioning. This, in turn, leads to better resource utilization, a critical factor in Faber-Castell's commitment to maintaining a competitive edge in the global market for stationery and art supplies.

- Development of skills of employees

At Faber-Castell, training and development programs are meticulously designed to enhance the skills and competencies of its workforce. Continuous learning opportunities are provided to keep employees updated with industry trends, technological advancements, and best practices. This focus on skill development not only benefits individual employees, ensuring their professional growth, but also contributes significantly to the overall skill set of the entire workforce. This adaptability and enhanced competency are essential for Faber-Castell's competitiveness in the dynamic landscape of stationery and art supplies.

- Productivity

The emphasis on training at Faber-Castell aligns with the goal of fostering increased productivity among its employees. Well-trained individuals are generally more productive in their roles, armed with the tools and knowledge needed to perform tasks accurately and efficiently. This heightened productivity translates into higher output, improved operational efficiency, and ultimately, greater organizational success. For Faber-Castell, a focus on productivity through training is integral to meeting the demands of a rapidly evolving market.

- Team spirit

Training programs at Faber-Castell extend beyond individual development to foster a sense of unity and cooperation among team members. Group training sessions and collaborative learning experiences contribute significantly to team building, creating a

positive work environment. Employees who undergo training together develop a shared understanding of processes and goals, enhancing teamwork and collaboration. This emphasis on team spirit aligns with Faber-Castell's commitment to a supportive and cohesive organizational culture.

- **Quality**

Quality is a paramount consideration at Faber-Castell, and training programs play a crucial role in upholding and emphasizing quality standards and best practices. Well-trained employees are not only equipped to produce high-quality work but are also more likely to adhere to rigorous quality control measures. This unwavering focus on quality positively impacts Faber-Castell's reputation, fostering customer satisfaction and loyalty. In the competitive global market for stationery and art supplies, maintaining and enhancing quality through training is a key strategy for long-term success.

### **2.1.2 Types of training provided by Faber Castell**

- Orientation training
- Onboarding training
- Compliance training
- Product knowledge training
- Technical training
- Safety and health training

### **2.1.3 Process of Internal Training Program At Faber Castell:**

Process of training and development is a well-planned process. Process followed by A.W. Faber Castell:

- Evaluate and assess the training need

This initial step involves identifying the gaps in employee skills and knowledge through various methods such as performance appraisals, feedback sessions, and operational assessments. Faber-Castell likely conducts regular reviews, both midyear and annual, to assess the performance of employees and determine areas where additional training may be beneficial.

The evaluation process helps in understanding the specific skills or knowledge that employees need to improve their performance.

- Clearly define the training objective and outcome

Once the training needs are identified, the organization defines clear and specific objectives for the training programs. These objectives outline what the participants are expected to learn or achieve by the end of the training. Clarity in objectives ensures that the training is focused, relevant, and aligned with the overall goals of the organization.

- Build and facilitate content development, Mode of delivery and resources required to mobilise the training program

With defined objectives, Faber-Castell proceeds to develop the content of the training programs. Content development includes creating materials, curriculum, and resources that align with the training objectives. The organization determines the most effective mode of delivery, considering factors such as the nature of the content, the number of participants, and the available resources. Resources required for the training, including materials, trainers, and facilities, are mobilized to ensure smooth implementation.

- Formulate the effectiveness matrix for every training program conducted in a given calendar year.

An effectiveness matrix is a tool used to measure the success and impact of each training program. Faber-Castell establishes criteria and key performance indicators (KPIs) to evaluate the effectiveness of the training. This matrix helps in objectively assessing whether the training objectives were met, and if the employees acquired the intended skills and knowledge. By formulating this matrix for every training program conducted in a calendar year, Faber-Castell ensures a continuous improvement cycle, refining future training initiatives based on past performance data.

#### **2.1.4 Process of External Training Program At Faber Castell:**

- Employees or their team leaders identify the need for training.

- Employees or team leader contact HR and briefly present their proposal. They might also have to complete a form.
- The respective HOD and HR department validates the proposal for approval purposes in case the program is approved the employee can reach out to the HR to make necessary arrangements for dates, accommodation, reserving places etc.
- In cases where the company doesn't pay for the training directly, employees will have to pay and send invoices or receipts to HR. HR will approve employee reimbursement according to this information.
- If an employee decides to drop or cancel a training, they'll have to inform HR immediately. They'll also have to shoulder any cancellation or other fees.
- In cases where training end with examination, employees are obliged to submit the results. If they don't pass the exam, they can retake it on their own expenses.

#### **2.1.5 Methods Of Training At A. W. Faber Castell:**

The various methods of training at Faber Castell are:

##### **a. Formal Training Sessions (Individual or Group):**

Formal training sessions, whether conducted individually or in groups, are integral to Faber-Castell's training strategy. These sessions are likely tailored to address specific skills or knowledge gaps identified through performance evaluations or organizational needs. This method ensures a structured and comprehensive approach to skill development.

##### **b. On-the-Job Training:**

On-the-job training is a hands-on approach at Faber-Castell, allowing employees to learn and refine their skills while performing their actual job duties. This method is particularly effective for tasks that require practical experience, offering a real-world learning environment that aligns with the company's commitment to hands-on craftsmanship in the production of stationery and art supplies.

##### **c. Employee Coaching and Mentoring:**

Faber-Castell emphasizes the importance of coaching and mentoring to facilitate continuous learning and professional growth. Experienced employees likely take on the role of mentors,

guiding their colleagues in skill development, problem-solving, and career advancement. This method not only enhances individual capabilities but also fosters a culture of knowledge sharing within the organization.

d. Participating in External Conferences:

External conferences provide a valuable avenue for Faber-Castell employees to stay updated on industry trends, innovations, and best practices. Attending these conferences aligns with the company's commitment to global awareness and ensures that employees remain at the forefront of developments in the stationery and art supplies market.

e. Job Shadowing:

Job shadowing is likely employed at Faber-Castell to provide employees with the opportunity to observe and learn from experienced colleagues. This method allows for practical insights into various roles within the company, fostering a holistic understanding of the organization's operations and promoting cross-functional collaboration.

f. Job Rotation:

Faber-Castell may implement job rotation as a method to expose employees to different aspects of the organization. This approach helps in broadening skill sets, enhancing adaptability, and preparing employees for various roles within the company. Job rotation aligns with the company's commitment to preparing its workforce for a dynamic and evolving industry.

g. Online Training Modules:

Online training modules offer a flexible and accessible learning platform for Faber-Castell employees. These modules likely cover a range of topics, from technical skills to industry-specific knowledge. This method ensures that employees can engage in continuous learning, particularly relevant in a globally dispersed organization.

h. Corporate Training Programs (e.g., Corporate Essentials and Safety and Hygiene):

Faber-Castell's commitment to corporate training programs, such as those focused on essentials and safety and hygiene, underscores the importance of well-rounded employee development.

These programs ensure that employees not only acquire job-specific skills but also understand and adhere to essential corporate values, contributing to a safe and healthy work environment.

#### **2.1.6 Training Need Analysis At A. W. Faber Castell :**

- Training need Analysis is a plan to ensure that the training become a targeted effective activity. To find out exact what the employee need to know to achieve the organizational goals, where the current content is missing the mark, and how to deliver consistent training to keep the skill base of employees.
- The training needs of employees will be identified through performance management process (midyear and annual review) and operational planning in line with bestpractices and goal guidelines.
- The annual training plan, outlining planned, in house training courses will be approved by the head of the department(HOD) and HR and communicated to all employees.
- Facilitate externally accredited training and development opportunities subject to the approval from respected HOD and HR.
- All training i.e. courses, workshops, seminars, and conferences will be coordinated through the HR department.
- All training will be evaluated to enhance improvement in the respective departments, functions and any particular legal requirements in the organization.
- Each HOD is expected to ensure to the team, how knowledge/skills learned will be shared to the team/ organizational learning.
- All participants in any training programs need to comply with the attendance, assessment and evaluation requirements within the required time frame/ outline of the program.

#### **2.1.7 The HR Department has a facilitation role in relation to training and development. This includes:**

- Providing the tools to support training and development.
- Advising and encouraging individuals and those with line management responsibilities on training and development matters.

- Coordinating the delivery of certain training and development activities that are organised centrally.
- Sourcing and recommending potential development solutions.
- Managing the centralised budget for training and development and ensuring consistency of allocation.
- Maintaining records with regard to the trainings conducted.
- Providing feedback on training effectiveness to improve development solutions.

#### **2.1.8 Evaluating process after conducting Training:**

- Training programs will be evaluated at two levels, firstly effectiveness at a company/department level and secondary on individual perspective.
- The evaluation criterion is to be identified at the outset of the training program for both, the course content and for the individual recommended for the training program.
- Both the line manager and the team member need to reflect on how the training will be put into practice or if any support is required to implement the learning from the training undertaken. This may mean for example, identifying particular work task or projects where the learning can be used and new skills practised.
- The line manager and the team member should meet to evaluate the extent to which agreed development activities have achieved the intended objectives and where necessary, plan the next steps.
- Unplanned development opportunities that arises in the course of normal work activities should also be reflected upon in order to identify how this might improve future work activities.
- On completion of any internal or external training the employee may be requested to complete a feedback evaluation form and return it to HR Department.
- Analysis of the evaluation form gathered will be undertaken by HR and used within the overall evaluation of training and development.
- Line managers are responsible for reporting on the effectiveness of any employee development programmes to the HR department, then they will analyse training and development evaluation forms and feedback provided with regard to effectiveness of training and development activity and where necessary take follow-up action.

- The evaluation data will inform future provision pertaining to advising on training and development solutions for the concerned department/individual.

#### **2.1.9 Overview of training provided by Faber Castell:**

Faber-Castell, as a renowned global leader in the stationery and art supplies industry, is likely to prioritize comprehensive training and development initiatives for its workforce. Training programs may cover a diverse range of areas, including product knowledge, manufacturing processes, and creative skills, given the nature of their products. The company's commitment to innovation and excellence suggests a focus on continuous employee development, extending beyond basic job skills to foster a culture of creativity and adaptability. Considering Faber-Castell's extensive global presence, training is expected to address cultural diversity and international market dynamics. The training and development framework might include various formats such as workshops, seminars, and possibly e-learning modules to accommodate different learning styles and preferences.

The commitment to employee satisfaction implies that training programs are designed not just for skill acquisition but also to enhance overall job satisfaction and engagement. Evaluation mechanisms, including feedback loops and performance metrics, may be integrated to ensure the effectiveness of these initiatives.

## **2.2 LITERATURE REVIEW**

In the research it emphasizes the necessity for organizations to implement effective employee training and development programs to enhance personnel skills and knowledge. The study reveals that well-planned training initiatives positively impact worker productivity, job satisfaction, and foster staff commitment and engagement. A significant correlation is established between organizational performance, especially financial results, and the efficacy of training programs, contributing to knowledge transfer, skill development, and increased staff retention. Overall, the research underscores the pivotal role of staff training and development programs in achieving both individual and organizational success (P, 2023).

This paper conducts a systematic review aimed at understanding the influence of employee training and development on organizational efficiency and effectiveness. Through an analysis of numerous studies across diverse contexts, industries, and organizational settings, the review delves into the theoretical foundations that underlie the connection between employee training and development and organizational performance. Key aspects explored in the research include various dimensions of training and development such as methods, content, and delivery mechanisms. Additionally, the paper examines factors that contribute to training and development effectiveness, including the significance of management support, employee motivation, and the evaluation of training outcomes. The findings indicate a substantial impact of employee training and development on organizational efficiency and effectiveness, emphasizing the importance for organizations to invest in these activities to enhance their performance and gain a competitive edge. Furthermore, the paper discusses implications for both research and practice, highlighting avenues for future research endeavours in this domain. (Fegade, 2023)

The study emphasizes the critical need for organizations to have highly competent and qualified staff to remain competitive in today's market. It highlights the role of learning and development programs in achieving this objective and notes that the ADDIE training design model is widely favoured for corporate training initiatives. The main focus of the study is to evaluate the effectiveness of training and development programs in businesses across the Delhi NCR region, with a specific emphasis on assessing the skills acquired by employees. The findings of the

study indicate that employees express high levels of satisfaction with their training experiences. Additionally, the study observes a growing trend among organizations in the region towards active assessment activities. Organizations are increasingly evaluating their personnel not only in terms of performance but also in terms of how well the training and development programs have contributed to their skills and overall development. The study underscores the importance of effective training programs in enhancing employee skills and satisfaction, as well as the evolving role of organizations in assessing and optimizing their workforce capabilities for competitive advantage. (Thaliyan, 2023)

This paper critically reviews different approaches and perspectives in measuring training effectiveness, drawing insights from a systematic analysis of relevant literature. Key dimensions of training effectiveness, such as skill acquisition, behavioural changes, performance enhancements, and overall organizational impact, are explored. Pre- and post-training assessments are commonly used methods to evaluate knowledge acquisition and skill enhancement among participants. Additionally, assessing behavioural changes and performance outcomes post-training provides insights into the practical application of learned skills. Aligning training outcomes with organizational goals is crucial, as effective training programs directly contribute to strategic objectives and organizational success. Feedback mechanisms, including participant surveys and performance evaluations, play a pivotal role in identifying areas for improvement within training programs. By synthesizing diverse perspectives and methodologies, this review aims to enhance the efficacy and strategic alignment of training initiatives within organizations. Training programs are fundamental to an organization's success, shaping its competitive advantage and fostering positive outcomes. Effectiveness in training is not just about achieving set objectives but also ensuring alignment with broader organizational goals. This necessitates a thorough measurement of training impact and value to the organization. (Mir, 2021)

This article delves into the factors influencing the evaluation of employee training and development effectiveness, drawing insights from data collected via a questionnaire survey involving 207 organizations in the Czech Republic. The findings reveal that organizations predominantly rely on methods rooted in subjective evaluations by evaluators, such as direct supervisors or colleagues, along with self-assessment metrics like the number of training days.

The landscape has been altered by the global coronavirus pandemic, leading to significant shifts in current human resources (HR) trends and priorities for 2021. This article sheds light on the evolving strategies and approaches employed by organizations to assess the effectiveness of employee training and development in light of these changing dynamics. While the benefits to individuals are evident in measurable aspects such as knowledge acquisition and mastery of specific operations, evaluating the effectiveness of training poses challenges due to the often qualitative nature of the outcomes. (Urbancove, 2021)

The study explores the significance of employee training and development programs in the global economy. It emphasizes the growing importance of these programs for organizations aiming to stay competitive. The paper underscores the pivotal role of employees as a critical organizational asset and highlights the substantial investments made by organizations in these initiatives. The focus is on enhancing employees' knowledge, expertise, and skills to positively impact both individual and organizational performance (Jha, 2020)

The current study focuses on evaluating the effectiveness of training and development initiatives within Solutions (Chennai), involving a sample of 110 employees selected through random sampling out of a total of 195 employees. Employees were provided with a set of questions to gather feedback on changes observed post-training. The organization offers various training programs, and this study aims to assess employee effectiveness post-training. Data analysis involved using chi-square and percentage methods to analyze respondents' answers. The study's findings and conclusions aligned well with its objectives, showing a significant improvement in employee effectiveness post-training. The training programs successfully met their objectives, leading to a positive impact on employee performance and development. (R, 2019)

This study aims to fill this gap by delving into the role of training and development practices in facilitating change implementation and identifying the factors that contribute to their effectiveness. Recognizing the contextual nature of these practices, the study adopts a multiple case study design embedded within the context of large-scale or transformational change. Through a comparative analysis of training and development practices across different organizational contexts, the study uncovers relationships, patterns, and insights leading to the

emergence of seven propositions, four themes, and ten categories that elucidate the role of training and development practices in change implementation. This findings are organized under four overarching themes: purpose, design, process, and effectiveness, providing a comprehensive understanding of how these practices contribute to successful change initiatives within organizations .Implementing change effectively is vital in today's dynamic organizational landscape, where change initiatives often face high failure rates. Training and development practices play a crucial role in equipping employees with the skills necessary for successful change implementation. Despite this importance, there is a noticeable gap in studies exploring the specific role of these practices in change implementation processes. (Maheshwari, 2018)

The study underscores the impact of employee performance on an organization's bottom line. Organizational leaders bear the responsibility of recognizing the significance of training and development in shaping employee performance and evaluation. Employee training and development contribute to achieving diverse goals, such as improving morale, fostering a sense of security, enhancing employee engagement, and building overall competencies essential for job performance (Joel Rodriguez, 2017). the authors advocate for the use of systematic approaches by organizational leaders in assessing employee performance. These approaches consider various factors, including personal, organizational, environmental, motivation, skill level, aptitudes, and role perceptions. The research highlights that with suitable training and development opportunities, coupled with effective employee performance assessment methods, employees can play a crucial role in helping the organization achieve a competitive edge in today's global market ( Walters, Rodriguez, 2017).

The paper aims to enhance the understanding of training and development program evaluation, specifically focusing on behavioural training. The research delves into trends and issues surrounding the evaluation of the impact of these programs, particularly through the lens of HR outcomes, specifically behaviour. By reviewing previous studies, the paper explores the relationship between behavioural training and its effectiveness on individuals and organizations. It emphasizes the need for a comprehensive approach to evaluating the effectiveness of behavioural training programs. The paper provides a brief analysis of various

approaches and methodologies developed for such evaluations, addressing the existing scope and developments in the field. The study is expected to stimulate debate and encourage further research on the challenges in evaluating behavioural abilities and outcomes (Sachdeva, 2014).

This research focuses on assessment of training effectiveness is paramount in determining the impact of training programs on employee development within organizations. This evaluation measures the enhancement in knowledge, skills, and behavioral patterns resulting from training initiatives. It serves as a crucial tool for organizations to align training efforts with strategic goals and assess the return on investment. Models such as Kirkpatrick's Four-Level Evaluation, Phillips' ROI Methodology, Brinkerhoff's Success Case Method, Kaufman's Five Levels of Evaluation, and Anderson and Laker's Strategic Alignment Model provide structured frameworks for evaluating training outcomes comprehensively. Human resources development executives can leverage these models to systematically assess training impact, address organizational needs, and optimize training program effectiveness. (Mat, 2014)

The research underscores the role of training and development in enhancing efficiency and establishing a systematic approach to performing duties. It addresses the crucial aspect of bridging the gap between job requirements and employees' current specifications. Acknowledging training as an investment in employees' productivity and long-term retention, the paper emphasizes the need for continuous evaluation to ensure effective utilization of resources. The paper, focuses on understanding the conceptual framework of evaluation, its needs, purposes, and various models adopted by organizations. It concludes by recommending the most widely used evaluation model and highlighting issues that contribute to the neglect of the evaluation process. Overall, the research advocates for a systematic approach to training and development, aligning it with organizational goals and ensuring a meaningful impact on employee performance and behaviour (Topno, 2012).

This research aims to encapsulate diverse viewpoints from various authors, delving into the profound significance of training and development, employee perceptions concerning training effectiveness, nuances of training evaluation, and the ultimate measure of training effectiveness through a proposed new model. Through a comprehensive exploration of these themes, this review seeks to contribute to the ongoing discourse surrounding the optimization of human

capital through strategic training and development initiatives within organizations. The significance of human capital within fiercely competitive organizational landscapes cannot be overstated. Central to maximizing the potential of this human capital is the Training and Development function, serving as a catalyst for unleashing employees' dexterity. A robust training program serves as a conduit for augmenting employee skills, thereby enhancing their performance within the organizational framework. This emphasis on human capital underscores the stark contrast between a good company and a great one. Organizations have long recognized that their most valuable asset resides in their human capital, leading many to make substantial investments in employee training and development initiatives. The effectiveness of these endeavours is contingent upon the alignment of training programs with identified needs and objectives. A burgeoning body of research within the Training and Development domain has yielded invaluable insights, particularly with a recent surge in focus on training evaluation over the past decade. (Devi, 2012)

This paper aims to offer insights into evaluating and enhancing training effectiveness, introducing the Back Planning model as a novel approach. This model, akin to Kirkpatrick's model, operates in reverse order and iterates in a cyclical process, providing a structured framework for evaluating training outcomes and improving overall effectiveness. The significance of effective training cannot be understated, as it directly impacts an organization's efficiency, which hinges on the capabilities of its employees. An essential aspect of training effectiveness lies in the evaluation process, which should be integrated throughout all phases rather than confined to the final stage. Evaluation serves not only the trainer and organization but is equally crucial for the learners themselves. (Kunche, 2011)

According to author study addresses the challenge of evaluating training effectiveness, emphasizing the lack of comprehensive models in the field. The paper introduces an innovative evaluation model applied successfully in the Spanish context, aiming to be a universal tool for organizations. This model assesses satisfaction, learning, pedagogical aspects, transfer, impact, and profitability of training, offering a holistic perspective. The theoretical approach involves a review of existing evaluation models, with a focus on enhancing pedagogical aspects. The author argues that evaluating these aspects allows training professionals to identify weaknesses in design, needs analysis, and implementation, ultimately improving training quality.

Successful applications of the model in public and private organizations validate its utility, providing practical implications for training managers to evaluate and enhance training results. The model's uniqueness lies in its emphasis on the pedagogical dimension, making it adaptable and valuable for organizations seeking a comprehensive evaluation tool. (Pineda, 2010)

This article presents an extensive examination of training and development research conducted from the year 2000 onwards. It offers a deep dive into the advantages that training and development bring to individuals, teams, organizations, and society as a whole, taking into account diverse global perspectives and interdisciplinary approaches. The review encompasses critical areas such as needs assessment, pre training conditions, training program design and delivery, evaluation methods, and the transfer of training outcomes. By scrutinizing these facets, the article aims to identify the specific conditions and strategies that lead to the optimal realization of benefits from training and development efforts within organizational contexts. Furthermore, it addresses gaps in current research and puts forth recommendations for future avenues of exploration in the field of training and development. This comprehensive analysis contributes to a nuanced understanding of the impact and potential of training and development initiatives in driving individual, team, and organizational success. (Aguinin, 2009)

This study delves into the impact of training processes and their phases on enhancing employee efficiency within the social service environment. Utilizing self-evaluation questionnaires with a five-point Likert scale, primary data was gathered. Employee efficiency was gauged based on self-perceived levels of qualifications before and after participating in training programs. Respondents also evaluated the delivery of activities related to each training phase within the organizational context. The correlation coefficient was utilized to determine the relationship between each training phase and employee efficiency. The study findings reveal a positive correlation between variables such as training needs analysis, training transfer, and employee efficiency. This article focuses specifically on evaluating the training needs analysis phase. These findings hold significance in designing training programs as part of ongoing professional development, essential for achieving and sustaining employee efficiency, which ultimately benefits the organization as a whole. (kamila, 2008)

### **2.3. RESEARCH GAP**

Training evaluation at Faber Castell is crucial to understand if the training programs truly benefit employees. Currently, they use post assessments to measure what employees have learned. However, there's a gap as the overall effectiveness of training sessions isn't thoroughly assessed by the trainer. During a 4 month internship, the focus will be on evaluating training effectiveness using the Kirkpatrick's model. This model helps in assessing not only the immediate learning outcomes but also how well the training aligns with its objectives and contributes to overall employee development and organizational success.

### **2.4. RESEARCH QUESTIONS**

- What are the detailed approaches used by Faber Castell to facilitate employee learning and growth?
- Are employees satisfied with the various training programs implemented by Faber Castell?

### **2.5. RESEARCH OBJECTIVES**

- To find out how Faber Castell trains and develops its employees and methods used for evaluating.
- To analyse whether employees are satisfied with various training programs implemented by the organization.
- To examine the impact of training and development.

## **2.6. RESEARCH METHODOLOGY**

The research aim is to find out different training and development techniques used and if any employee is lacking in any training or required more training.

### Data Collection:

To conduct this study, information will be gathered from two types of sources: primary and secondary. Primary data will be collected directly from employees using a structured questionnaire. The 5 point likert scale will be used to design the questionnaire and demographic questions inquiring the participant. Secondary data will be sourced from existing materials, such as the company's official website and online articles. These materials provide background information and context for a broader understanding of the subject.

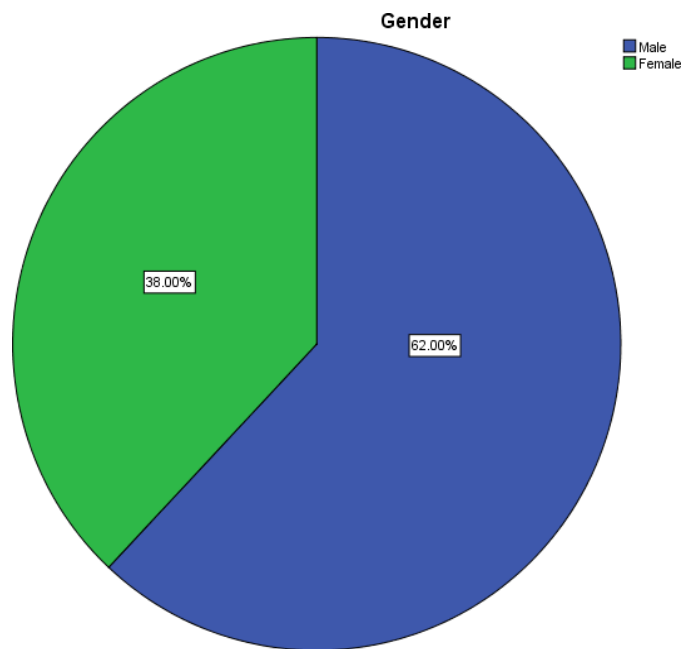
### Sample Size:

For this study, a group of 100 employees from various departments including production, accounts, and quality will be selected to participate. These employees will be asked to fill out the questionnaire, sharing their thoughts and experiences. The sample size of 100 employees has been chosen as it is deemed sufficient to gather diverse perspectives from different departments, contributing to a comprehensive understanding of the topic under investigation.

### 3. DATA ANALYSIS AND RESULT

**Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	62.0	62.0	62.0
	Female	38	38.0	38.0	100.0
	Total	100	100.0	100.0	

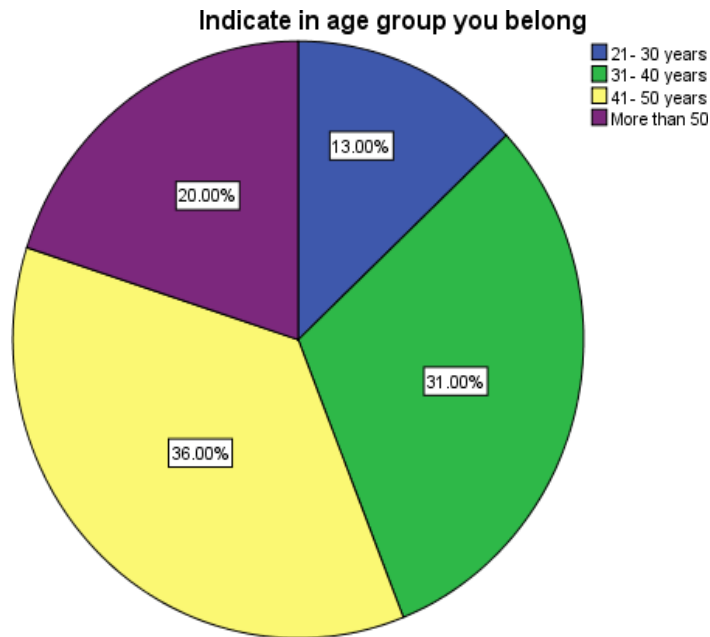


Interpretation: The pie chart indicates that males comprise 62% of the surveyed population, while females make up the remaining 38%. This distribution showcases a higher representation of males in the dataset compared to females.

**Indicate in age group you belong**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21- 30 years	13	13.0	13.0	13.0
	31- 40 years	31	31.0	31.0	44.0
	41- 50 years	36	36.0	36.0	80.0
	More than 50	20	20.0	20.0	100.0

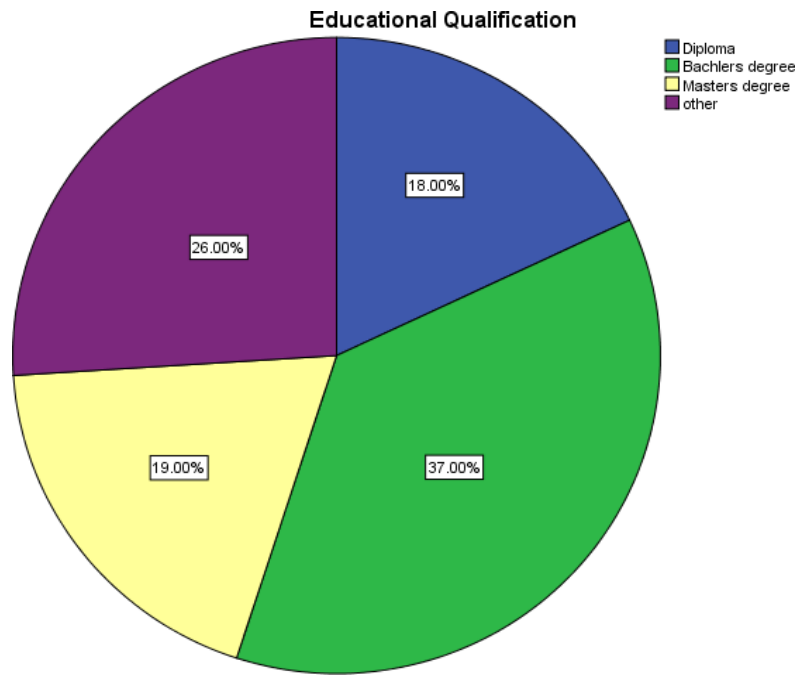
Total	100	100.0	100.0	
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**Interpretation:** Among the age groups, individuals aged 41-50 years are the largest segment at 36%, followed by those aged 31-40 years at 31%. This suggests a substantial presence of mid-career and experienced professionals in the dataset.

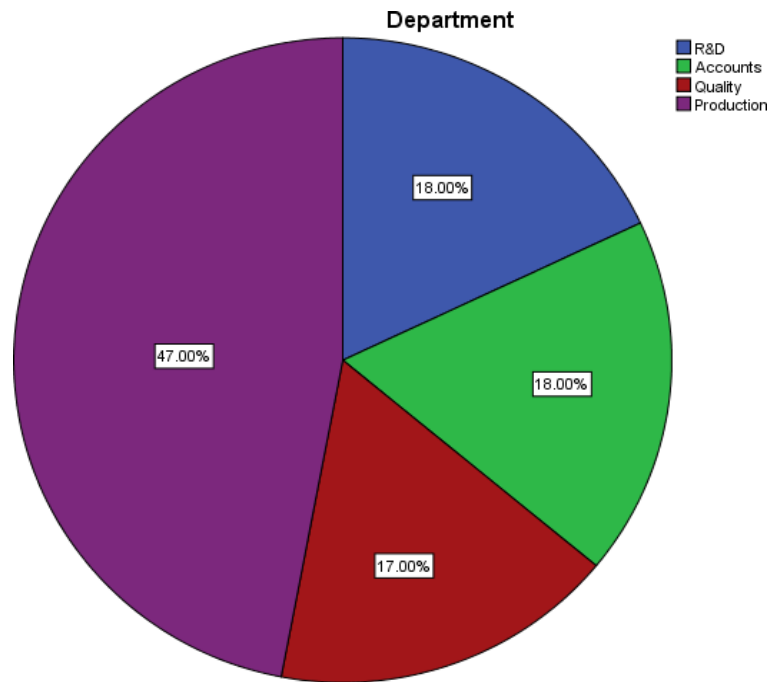
**Educational Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	18	18.0	18.0	18.0
Bachelors degree	37	37.0	37.0	55.0
Masters degree	19	19.0	19.0	74.0
Other	26	26.0	26.0	100.0
Total	100	100.0	100.0	



Interpretation: In terms of educational qualifications, respondents with a Bachelor's degree form the majority at 37%, indicating a well-educated workforce. Those with other qualifications constitute 26%, while 19% hold a Master's degree, showcasing a diverse educational background among respondents while respondent with diploma degree is 18% and other included Elementary school, SSC and HSSC with 26% as this respondent are mostly from production department.

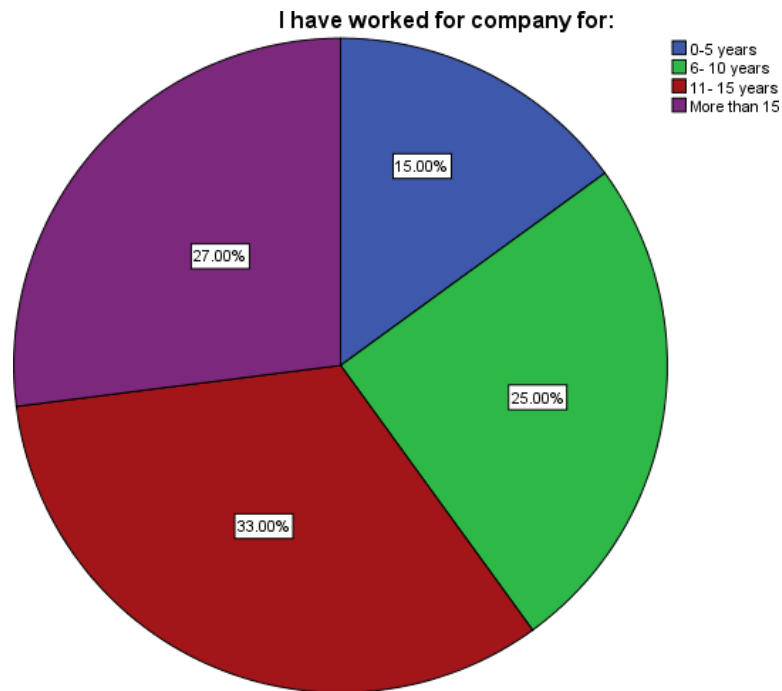
Department				
	Frequency	Percent	Valid Percent	Cumulative Percent
R&D	18	18.0	18.0	18.0
Accounts	18	18.0	18.0	36.0
Quality	17	17.0	17.0	53.0
Production	47	47.0	47.0	100.0
Total	100	100.0	100.0	



Interpretation: The pie chart shows that the Production department has the highest representation at 47%, indicating a significant focus on operational roles within the organization. Other departments such as R&D, Accounts, and Quality are relatively evenly distributed, ranging from 17% to 18%.

**I have worked for company for:**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5 years	15	15.0	15.0	15.0
6-10 years	25	25.0	25.0	40.0
11-15 years	33	33.0	33.0	73.0
More than 15	27	27.0	27.0	100.0
Total	100	100.0	100.0	

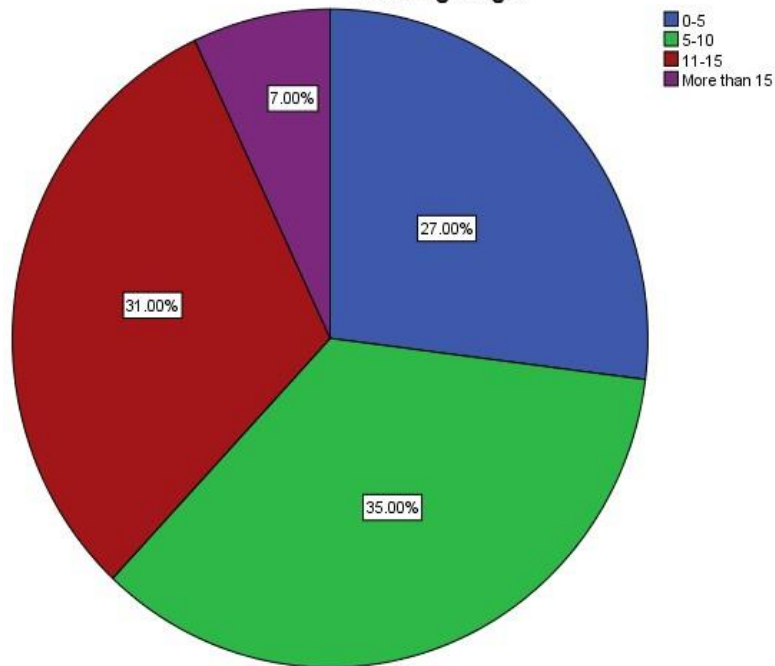


**Interpretation:** The pie chart representing the years of experience of employees in the company indicates that a significant portion, 40%, have been with the company for 6-10 years, followed by 33% with 11-15 years of experience. Those with 0-5 years of experience make up 15%, and those with more than 15 years make up 27%. This shows a relatively balanced distribution of experience levels, with a substantial mid-level tenure.

**The number of training programs I have attended in the past 5 years is within the following range:**

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	27	27.0	27.0	27.0
6-10	35	35.0	35.0	62.0
11-15	31	31.0	31.0	93.0
More than 15	7	7.0	7.0	100.0
Total	100	100.0	100.0	

The number of training programs I have attended in the past 5 years is within the following range:

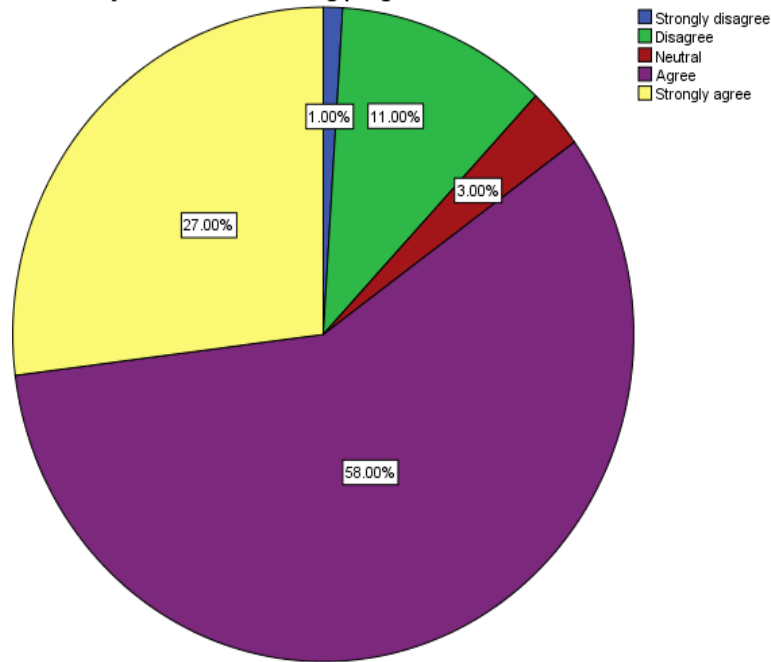


Interpretation: The pie chart demonstrates that the majority, 35%, have attended 6-10 programs, followed by 31% attending 11-15 programs. Those attending 0-5 programs constitute 27%, and only 7% have attended more than 15 programs. This suggests that while a significant portion of employees are engaging in training, there's also a noticeable group attending fewer programs, possibly due to varied job requirements or personal development preferences.

The objectives of the training programs were clear to me before attending.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.0	1.0	1.0
	Disagree	11	11.0	11.0	12.0
	Neutral	3	3.0	3.0	15.0
	Agree	58	58.0	58.0	73.0
	Strongly agree	27	27.0	27.0	100.0
	Total	100	100.0	100.0	

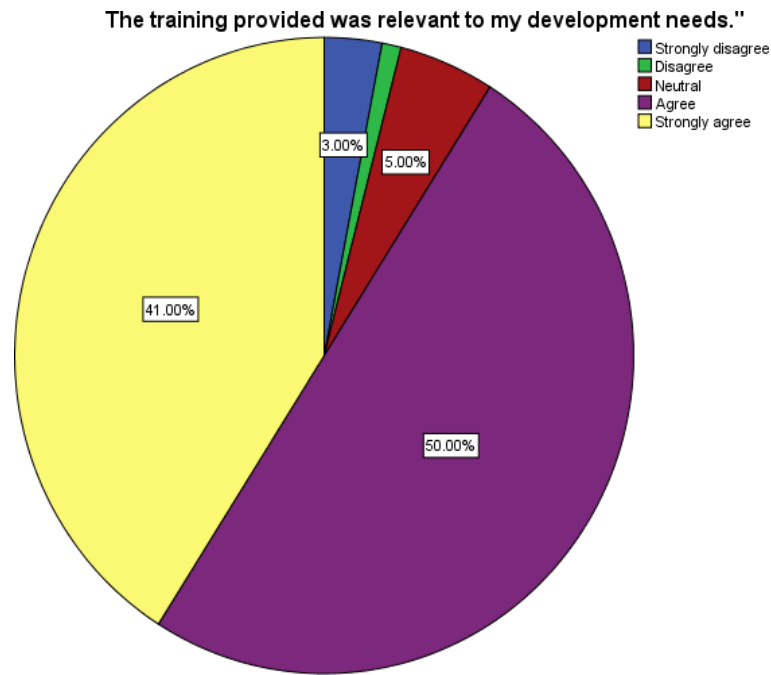
**The objectives of the training programs were clear to me before attending."**



Interpretation: The pie chart shows the majority of respondents, 58% agreeing and 27% strongly agreeing, felt that the objectives were clear to them. This indicates that a significant portion of employees had a good understanding of what the training programs aimed to achieve before they participated. On the other hand, disagreed 11% and neutral 3% while only 1% strongly disagreed. This suggests that while most employees had a clear understanding of the training objectives, there were still a small number who either found them unclear or were unsure about their clarity.

**The training provided was relevant to my development needs.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	3.0	3.0	3.0
Disagree	1	1.0	1.0	4.0
Neutral	5	5.0	5.0	9.0
Agree	50	50.0	50.0	59.0
Strongly agree	41	41.0	41.0	100.0
Total	100	100.0	100.0	



**Interpretation:** the pie chart depicts participants' responses regarding the relevance of the training to their development needs. The majority, of respondent agreed 50% and strongly agreed 41% that the training was relevant. This indicates a high level of satisfaction and perceived effectiveness in addressing their developmental requirements. Conversely, only a small percentage disagreed 1% and strongly disagreed 3% with the statement, suggesting that the training generally met the expectations and needs of the participants.

**I find the training programs to be well-structured.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.0	5.0	5.0
Disagree	12	12.0	12.0	17.0
Neutral	1	1.0	1.0	18.0
Agree	42	42.0	42.0	60.0
Strongly agree	40	40.0	40.0	100.0
Total	100	100.0	100.0	

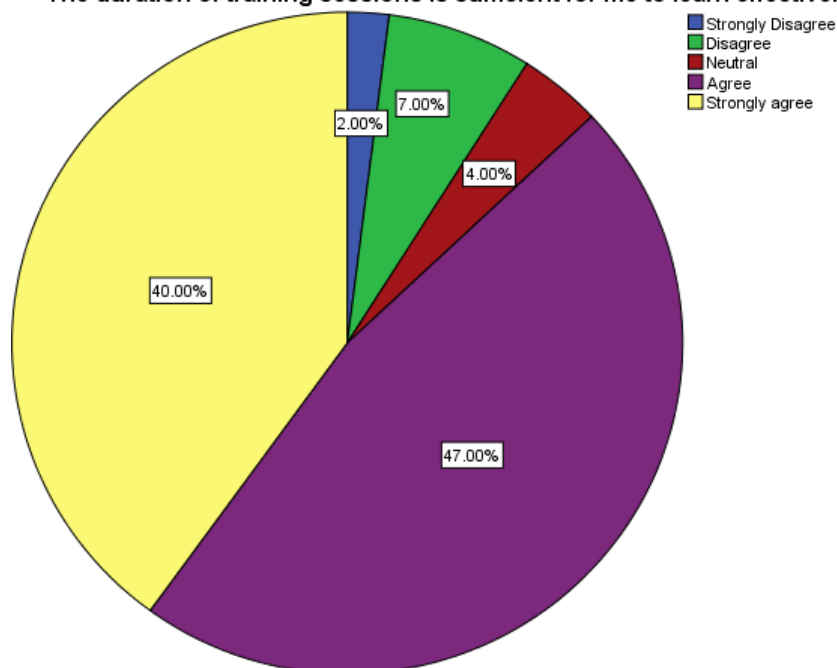


**Interpretation:** The pie chart indicates that the majority fall into the "Agree" and "Strongly agree" categories, comprising a cumulative 42% and 40% respectively. This indicates that a significant portion find the training programs to be well-structured. On the other hand, a smaller percentage either disagree or strongly disagree, with a cumulative 17%. The "Neutral" category represents just 1% of responses, suggesting a minimal number of respondents who neither agree nor disagree with the statement.

**The duration of training sessions is sufficient for me to learn effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.0	2.0	2.0
	Disagree	7	7.0	7.0	9.0
	Neutral	4	4.0	4.0	13.0
	Agree	47	47.0	47.0	60.0
	Strongly agree	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

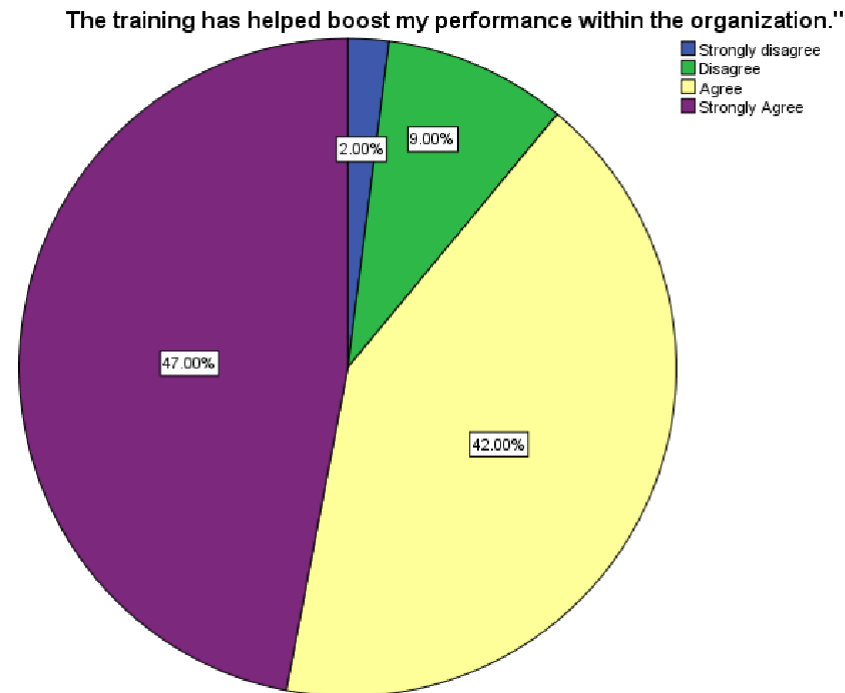
**The duration of training sessions is sufficient for me to learn effectively."**



**Interpretation:** The pie chart regarding the sufficiency of training session durations for effective learning the largest proportion, at 47%, falls under "Agree," closely followed by "Strongly agree" at 40%, making up a combined 87% who feel the duration is sufficient. Conversely, those who disagree or strongly disagree make up a total of 9%. The "Neutral" category, at 4%, reflects a small portion of respondents who remain ambivalent about the adequacy of training session durations.

**The training has helped boost my performance within the organization.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.0	2.0	2.0
Disagree	9	9.0	9.0	11.0
Agree	42	42.0	42.0	53.0
Strongly agree	47	47.0	47.0	100.0
Total	100	100.0	100.0	

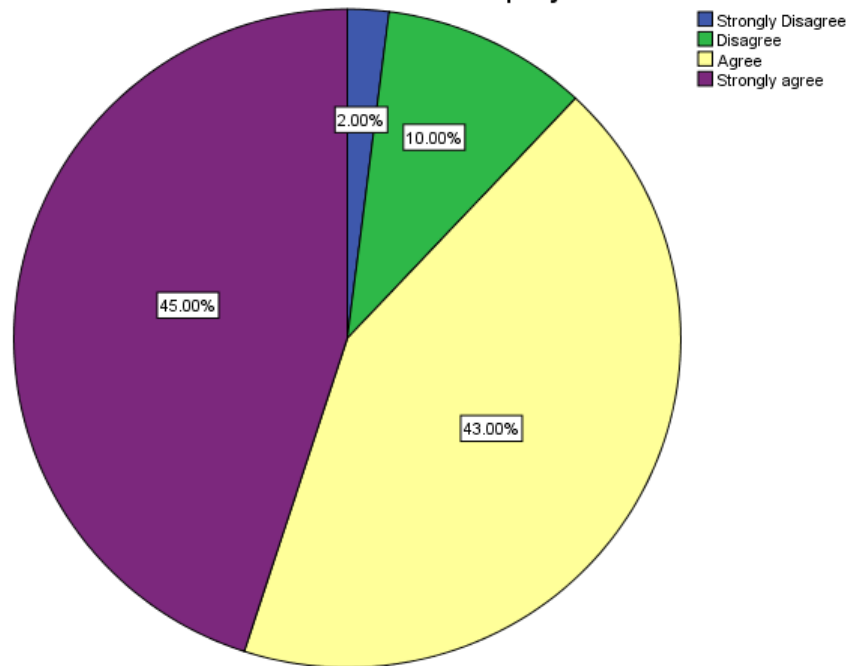


Interpretation: The pie chart regarding the impact of training on performance within the organization shows a positive trend. A significant majority of respondents, agreed 42% and strongly agreed 47% that the training helped boost their performance within the organization. This indicates a strong consensus among participants that the training had a positive impact on their performance. On the other hand, a small percentage of respondents, 11%, either disagreed (9%) or strongly disagreed (2%), suggesting a minority who did not feel that the training had a significant impact on their performance. Overall, the data reflects a positive perception of the training's effectiveness in enhancing performance within the organization for the majority of respondents.

**I consider continuous training and development vital for my career advancement within the company.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.0	2.0	2.0
Disagree	10	10.0	10.0	12.0
Agree	43	43.0	43.0	55.0
Strongly agree	45	45.0	45.0	100.0
Total	100	100.0	100.0	

**I consider continuous training and development vital for my career advancement within the company."**



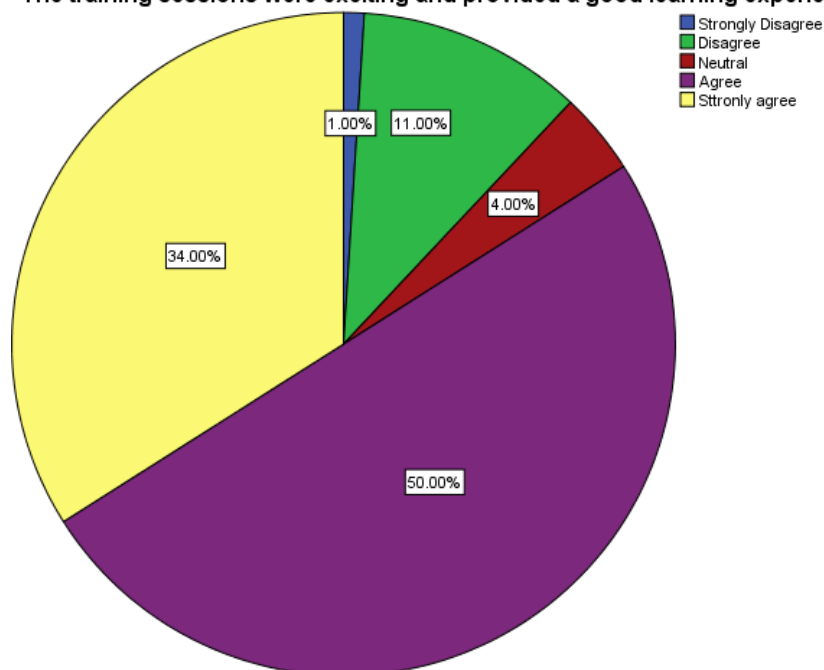
**Interpretation:** Pie chart shows a significant majority, comprising agreed (43%) and strongly agreed (45%) that continuous training and development are vital for their career advancement within the company. This suggests a robust consensus among participants that ongoing learning and skill enhancement play a crucial role in advancing their careers within the organization. On the other hand, a small percentage of respondents, disagreed (10%) and strongly disagreed (2%), indicating a minority who did not view continuous training and development as essential for their career progression within the company. Overall, the data underscores the widespread recognition among respondents of the importance of continuous learning and development for career advancement within their organizational context.

**The training sessions were exciting and provided a good learning experience.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.0	1.0	1.0
	Disagree	11	11.0	11.0	12.0
	Neutral	4	4.0	4.0	16.0
	Agree	50	50.0	50.0	66.0
	Strongly agree	34	34.0	34.0	100.0

Total	100	100.0	100.0	
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**The training sessions were exciting and provided a good learning experience."**

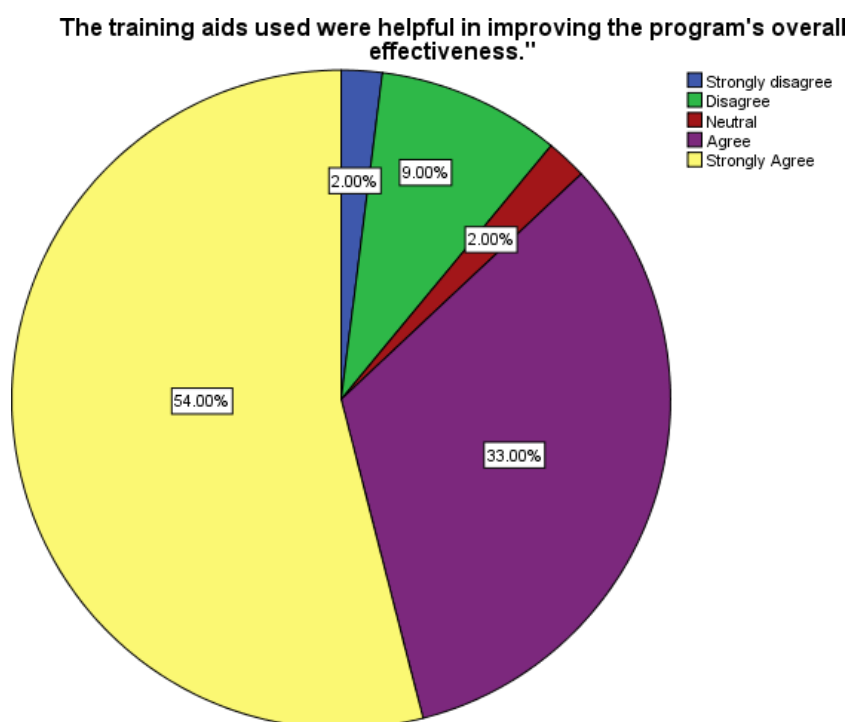


Interpretation: the pie chart shows data regarding the excitement and learning experience provided by training sessions shows a positive sentiment among the respondents. A significant majority, comprising 84%, agreed (50%) and strongly agreed (34%) that the training sessions were exciting and provided a good learning experience. This suggests a strong consensus among participants that the training sessions were engaging and beneficial in terms of learning. On the other hand, a small percentage of respondents, 16%, disagreed (11%) and neutral (4%), indicating a minority who did not find the training sessions as exciting or beneficial for their learning experience.

**The training aids used were helpful in improving the program's overall effectiveness.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.0	2.0	2.0
Disagree	9	9.0	9.0	11.0
Neutral	2	2.0	2.0	13.0

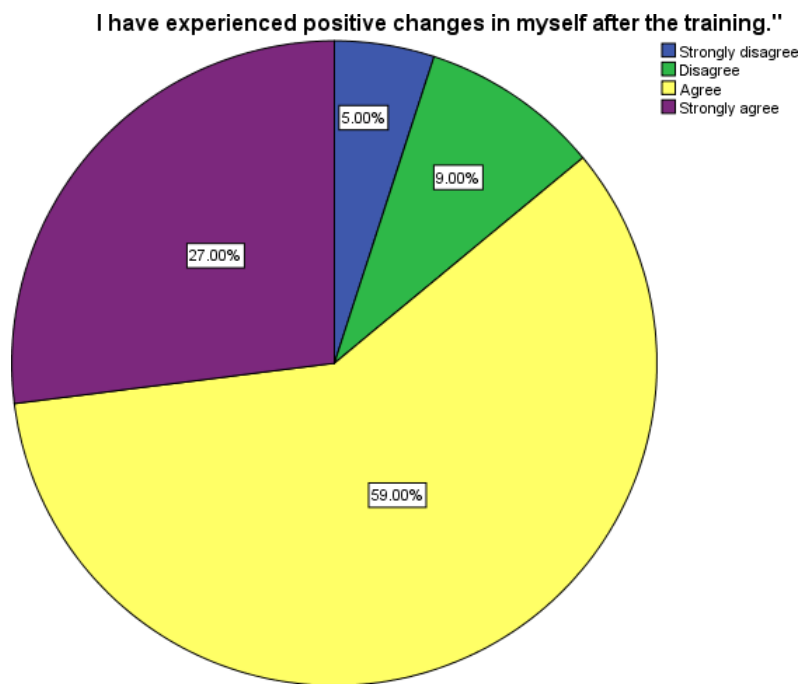
Agree	33	33.0	33.0	46.0
Strongly agree	54	54.0	54.0	100.0
Total	100	100.0	100.0	



**Interpretation:** The data regarding the effectiveness of training aids used in improving the overall program effectiveness showcases a strong positive sentiment among the respondents. A significant majority, comprising 87%, agreed 33% and strongly agreed 54% that the training aids used were helpful in improving the program's overall effectiveness. This indicates a robust consensus among participants that the tools and aids utilized during training played a crucial role in enhancing the effectiveness of the program. On the other hand, a small percentage of respondents, 13%, disagreed 9% and neutral 2%, suggesting a minority who did not find the training aids as helpful in improving the program's overall effectiveness. Overall, the data highlights the positive impact of well-utilized training aids in enhancing the overall effectiveness of training programs for the majority of respondents.

**I have experienced positive changes in myself after the training.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	5.0	5.0	5.0
	Disagree	9	9.0	9.0	14.0
	Agree	59	59.0	59.0	73.0
	Strongly agree	27	27.0	27.0	100.0
	Total	100	100.0	100.0	

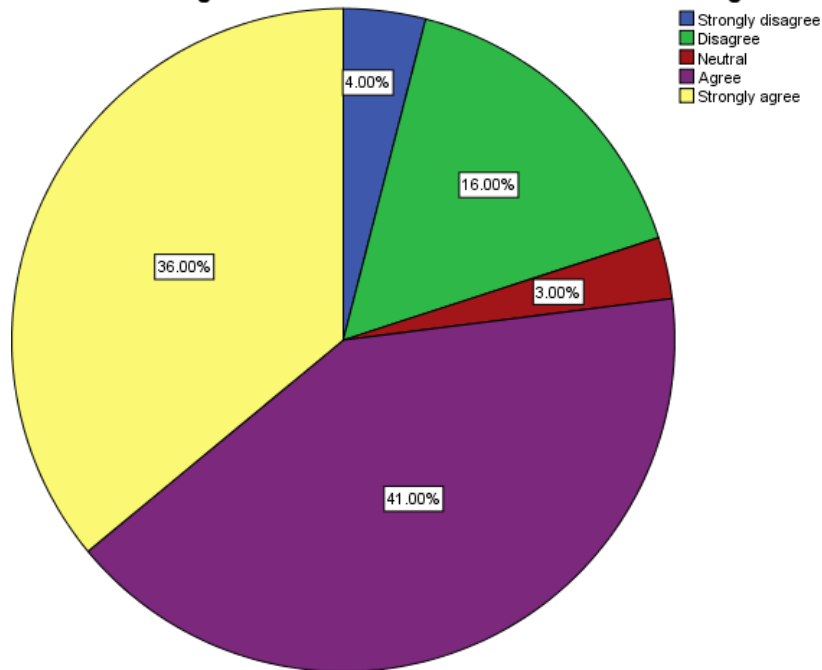


Interpretation: the pie chart highlights a majority, comprising agreed (59%) and strongly agreed (27%) that they experienced positive changes in themselves after the training. This indicates a strong consensus among participants that the training had a beneficial impact on their personal development or skills enhancement. On the other hand, a minority of respondents, 14%, disagreed (9%) and strongly disagreed (5%), suggesting a smaller group who did not perceive positive changes in themselves after the training. Overall, the data highlights a positive perception of the training's effectiveness in fostering personal growth and development among the majority of respondents.

**I believe the organization should increase the number of training sessions.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.0	4.0	4.0
Disagree	16	16.0	16.0	20.0
Neutral	3	3.0	3.0	23.0
Agree	41	41.0	41.0	64.0
Strongly agree	36	36.0	36.0	100.0
Total	100	100.0	100.0	

**I believe the organization should increase the number of training sessions."**



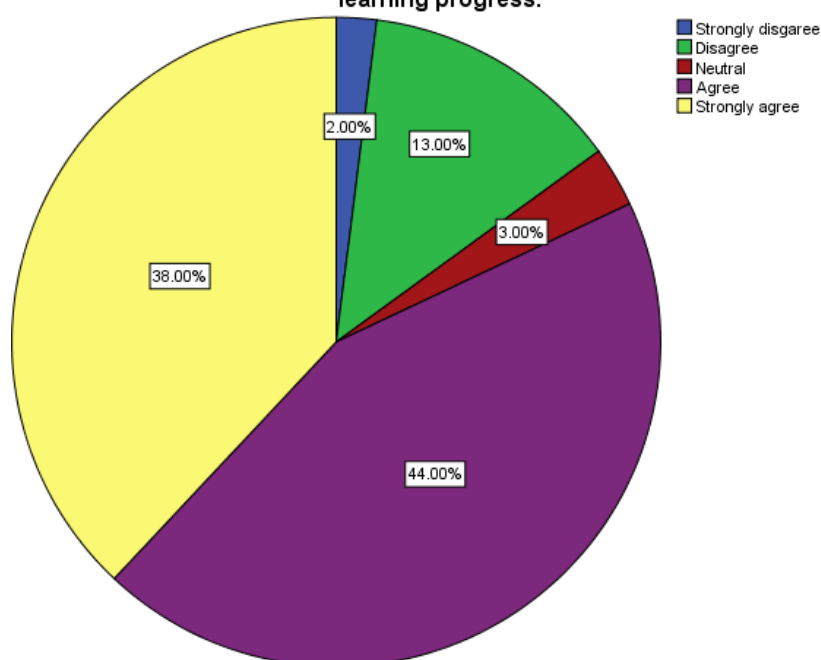
**Interpretation:** The pie chart analysis reflects a prevalent sentiment among respondents regarding the necessity of augmenting the organization's training sessions. A significant majority, comprising 77% (36% strongly agreeing and 41% agreeing), express a favourable view toward increasing the frequency of training sessions. This collective agreement underscores the perceived value of more extensive training opportunities to enhance skills and knowledge among employees. However, it's noteworthy that a minority, totaling 20% (16% disagreeing and 4% strongly disagreeing), hold contrasting opinions, either due to concerns

about feasibility, effectiveness, or other organizational priorities. These divergent views highlight the need for a balanced approach, considering both the benefits of increased training and potential challenges or limitations that dissenting voices may raise.

**The assessment and evaluation in training programs effectively measure my learning progress.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	2	2.0	2.0	2.0
Disagree	13	13.0	13.0	15.0
Neutral	3	3.0	3.0	18.0
Agree	44	44.0	44.0	62.0
Strongly agree	38	38.0	38.0	100.0
Total	100	100.0	100.0	

**The assessment and evaluation in training programs effectively measure my learning progress."**



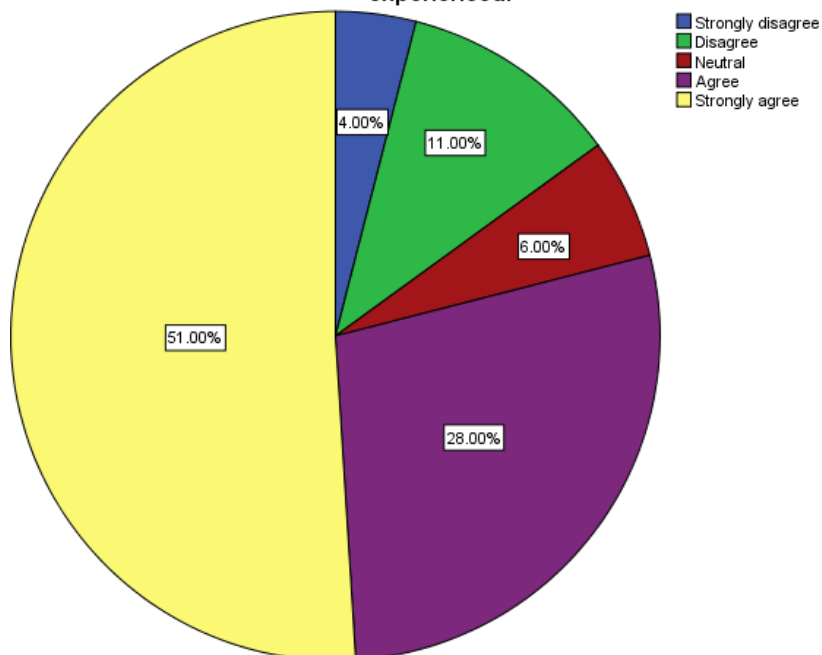
Interpretation: The pie chart regarding the effectiveness of assessment and evaluation in training programs in measuring learning progress shows a positive trend among the respondents. A significant majority, comprising 82%, agreed (44%) and strongly agreed (38%) that the assessment and evaluation in training programs effectively measure their learning progress. This indicates a strong consensus among participants that the assessment methods

used are successful in gauging their learning and development during the training programs. There is a minority of respondents, 15%, who disagreed (13%) and strongly disagreed (2%) that the assessment and evaluation effectively measure their learning progress. This suggests that there are some participants who have reservations about the effectiveness of the assessment methods in accurately measuring their learning progress. The data reflects a positive perception of the assessment and evaluation methods used in training programs, with the majority of respondents expressing confidence in their ability to measure learning progress effectively.

**The trainers conducting the training programs are knowledgeable and experienced.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	4.0	4.0
	Disagree	11	11.0	15.0
	Neutral	6	6.0	21.0
	Agree	28	28.0	49.0
	Strongly agree	51	51.0	100.0
	Total	100	100.0	

**The trainers conducting the training programs are knowledgeable and experienced."**

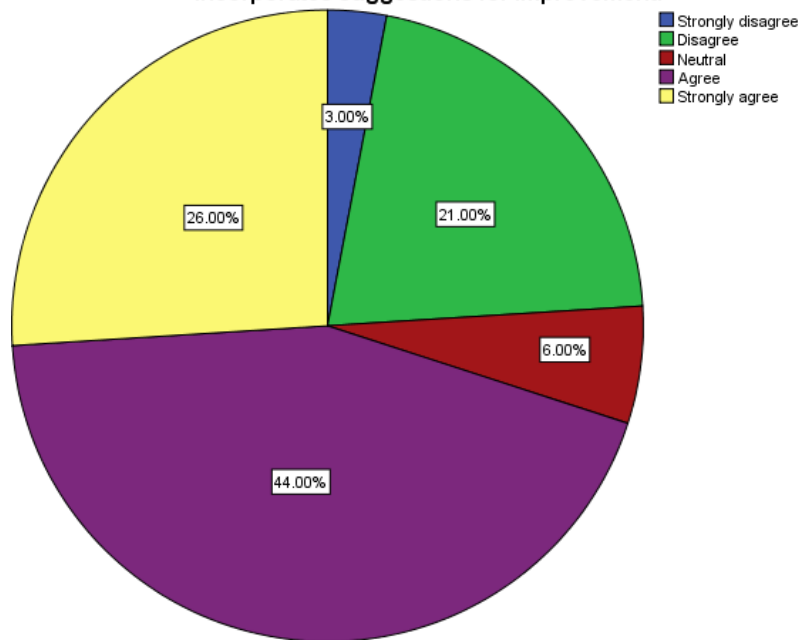


Interpretation: The data regarding the knowledge and experience of trainers conducting the training programs shows a positive perception among the respondents. A significant majority, comprising 79%, agreed (28%) and strongly agreed (51%) that the trainers conducting the training programs are knowledgeable and experienced. This indicates a strong consensus among participants that the trainers possess the necessary expertise and experience to effectively deliver the training content. While there is a minority of respondents, 21%, who disagreed (11%) and strongly disagreed (4%) that the trainers are knowledgeable and experienced. This suggests that there are some participants who have reservations or doubts about the trainers' capabilities. Overall, the data reflects a positive perception of the trainers' knowledge and experience, with the majority of respondents expressing confidence in the trainers' abilities to conduct effective training programs.

**The organization values employee feedback on training programs and incorporates suggestions for improvement."**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	3.0	3.0	3.0
Disagree	21	21.0	21.0	24.0
Valid Neutral	6	6.0	6.0	30.0
Agree	44	44.0	44.0	74.0
Strongly agree	26	26.0	26.0	100.0
Total	100	100.0	100.0	

**The organization values employee feedback on training programs and incorporates suggestions for improvement."**



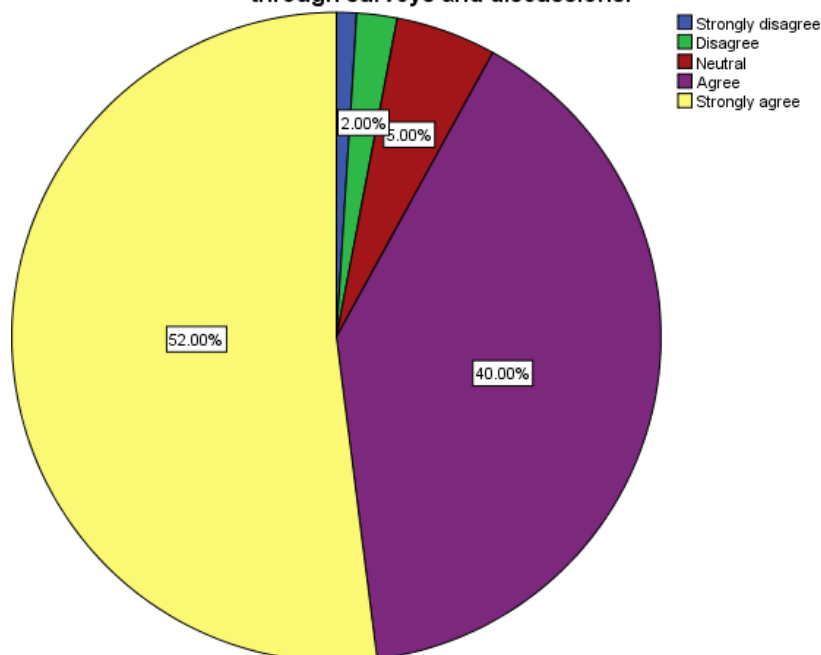
**Interpretation:** the data regarding the organization's approach to employee feedback on training programs indicates a mixed perception among respondents. While a significant portion, comprising 70%, agrees (44%) and strongly agrees (26%) that the organization values employee feedback and incorporates suggestions for improvement, there is also a notable 30% who disagree (21%) and are neutral (6%) about the organization's responsiveness to feedback. This suggests a divide in how employees perceive the organization's receptiveness to their input regarding training programs. While a majority believes their feedback is valued and acted upon, there is still a significant portion that feels otherwise or remains undecided about the organization's approach to incorporating suggestions for improvement.

**Employees are encouraged to provide feedback on the training programs through surveys and discussions."**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.0	1.0
	Disagree	2	2.0	3.0
	Neutral	5	5.0	8.0
	Agree	40	40.0	48.0
	Strongly agree	52	52.0	100.0

Total	100	100.0	100.0	
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**Employees are encouraged to provide feedback on the training programs through surveys and discussions."**

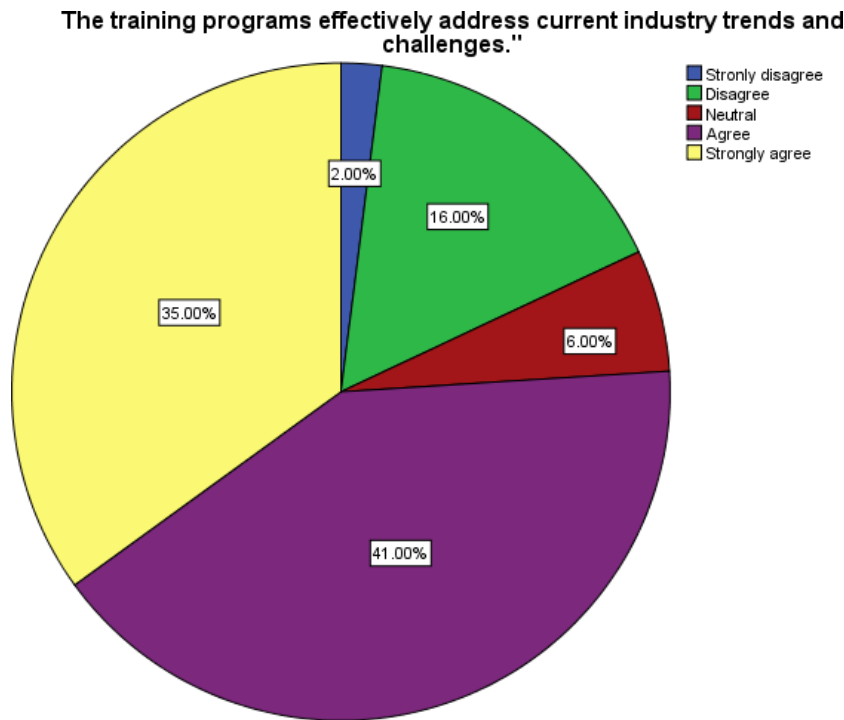


**Interpretation:** The data regarding the encouragement of employees to provide feedback on training programs through surveys and discussions shows a positive perception among respondents. A significant majority, comprising 92%, agrees (40%) and strongly agrees (52%) that employees are encouraged to provide feedback through surveys and discussions. This indicates a strong consensus among participants that the organization actively promotes and values employee input regarding training programs. On the other hand, there is a minority of respondents, 8%, who disagree (2%) and neutral (5%) about the encouragement of feedback through surveys and discussions. This suggests that there are some participants who may not feel as encouraged or engaged in providing feedback through these channels. Overall, the data reflects a positive perception of the organization's approach to encouraging employee feedback on training programs, with the majority of respondents expressing confidence in the effectiveness of surveys and discussions as feedback channels.

**The training programs effectively address current industry trends and challenges."**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.0	2.0	2.0

Disagree	16	16.0	16.0	18.0
Neutral	6	6.0	6.0	24.0
Agree	41	41.0	41.0	65.0
Strongly agree	35	35.0	35.0	100.0
Total	100	100.0	100.0	



**Interpretation:** The pie chart indicates a majority of respondents, comprising 76%, agree (41%) and strongly agree (35%) that the training programs effectively address current industry trends and challenges. There is also a significant portion, 24%, who disagree (16%) and are neutral (6%) about the programs' efficacy in this aspect. This indicates a divide in how participants view the alignment of training content with industry trends and challenges. While many feel that the programs are effective in this regard, a notable portion has reservations or remains undecided. This could imply areas where the training programs could be enhanced to better address the evolving landscape of industry trends and challenges, ensuring a more comprehensive and impactful learning experience for all participants.

**Training helps to increase the motivational level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	3	3.0	3.0	3.0
	Disagree	15	15.0	15.0	18.0
	Neutral	1	1.0	1.0	19.0
	Agree	48	48.0	48.0	67.0
	Strongly agree	33	33.0	33.0	100.0
	Total	100	100.0	100.0	

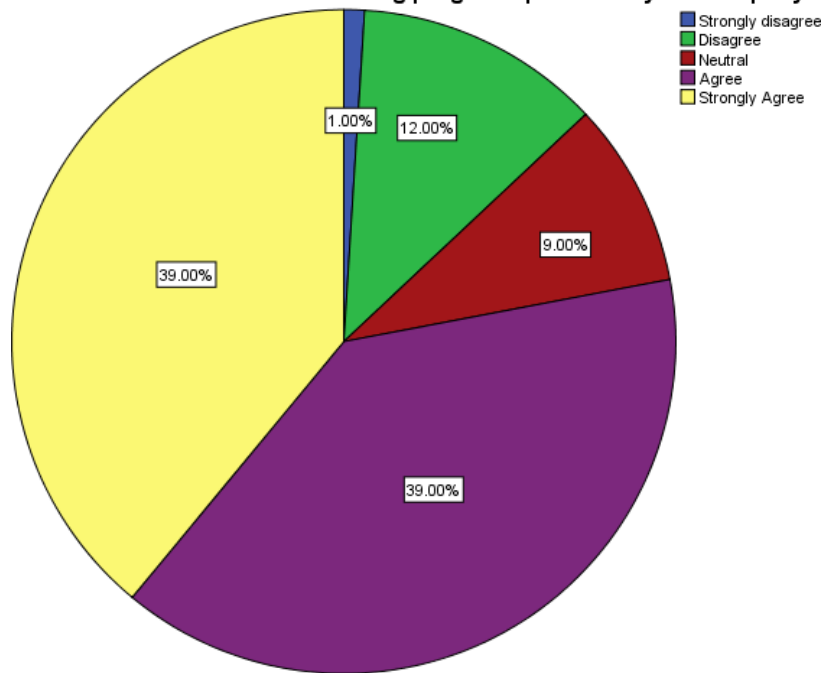


**Interpretation:** The pie chart shows a significant majority, comprising 81%, agrees (48%) and strongly agrees (33%) that training helps increase motivational levels. This indicates a strong consensus among participants that the training programs have a positive impact on motivating individuals within the company. Regarding satisfaction with the training programs provided by the company, the data also shows a positive trend.

**I am satisfied with the training programs provided by the company."**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	1.0	1.0	1.0
	Disagree	12	12.0	12.0	13.0
	Neutral	9	9.0	9.0	22.0
	Agree	39	39.0	39.0	61.0
	Strongly Agree	39	39.0	39.0	100.0
	Total	100	100.0	100.0	

**I am satisfied with the training programs provided by the company."**



**Interpretation:** A majority of respondents, comprising 78%, agree (39%) and strongly agree (39%) that they are satisfied with the training programs provided by the company. This suggests a high level of satisfaction among participants regarding the quality and effectiveness of the training programs offered. Overall, the data reflects a positive perception of the training's impact on motivational levels and satisfaction with the training programs provided by the company among the majority of respondents

## 4. RESEARCH FINDING AND DISCUSSION

Objectives	Statement	Mean
To find out how Faber Castell trains and develops its employees and methods used for evaluating.	<ul style="list-style-type: none"> <li>Employees are encouraged to provide feedback on the training programs through surveys and discussions.</li> </ul>	4.40
	<ul style="list-style-type: none"> <li>The organization values employee feedback on training programs and incorporates suggestions for improvement</li> </ul>	3.69
	<ul style="list-style-type: none"> <li>The trainers conducting the training programs are knowledgeable and experienced.</li> </ul>	4.11
	<ul style="list-style-type: none"> <li>The assessment and evaluation in training programs effectively measures my learning progress.</li> </ul>	4.03
To analyse whether employees are satisfied with various training programs implemented by the organization.	<ul style="list-style-type: none"> <li>The duration of training sessions is sufficient for me to learn effectively.</li> </ul>	4.16
	<ul style="list-style-type: none"> <li>I find the training programs to be well- structured</li> </ul>	4.00
	<ul style="list-style-type: none"> <li>The training provided was relevant to my development needs.</li> </ul>	4.25
	<ul style="list-style-type: none"> <li>I consider continuous training and development vital for my career advancement within the company</li> </ul>	4.19
	<ul style="list-style-type: none"> <li>The training sessions were exciting and provided a good learning experience</li> </ul>	4.05
	<ul style="list-style-type: none"> <li>Training aids used were helpful in improving the program's overall effectiveness.</li> </ul>	4.28
	<ul style="list-style-type: none"> <li>Training help to increase the motivational level.</li> </ul>	3.93
	<ul style="list-style-type: none"> <li>I am satisfied with the training programs provided by the company.</li> </ul>	4.03
	<ul style="list-style-type: none"> <li>I believe the organization should increase the number of training session</li> </ul>	3.89
To examine the impact of training on employees	<ul style="list-style-type: none"> <li>The objectives of the training programs were clear to me before attending.</li> </ul>	3.99
	<ul style="list-style-type: none"> <li>I have experienced positive changes in myself after the training.</li> </ul>	3.94
	<ul style="list-style-type: none"> <li>The training programs effectively address current industry trends and challenges.</li> </ul>	3.91
	<ul style="list-style-type: none"> <li>The training has helped boost my performance within the organization.</li> </ul>	4.23

The data analysis unveils a comprehensive picture of Faber Castell's approach to training and development, as well as the level of satisfaction among employees with the training programs. The high mean score of 4.40 for "Employees are encouraged to provide feedback on the training programs through surveys and discussions" indicates a proactive engagement of employees in offering feedback, showcasing a robust feedback mechanism in place. This aspect aligns perfectly with the first objective of understanding the training and development processes. However, the mean score of 3.69 for "The organization values employee feedback on training programs and incorporates suggestions for improvement" suggests that while employees perceive their feedback as valuable, there might be room for improvement in how these suggestions are integrated into refining training programs. Moving on to the second objective of analysing employee satisfaction with training programs, the data reflects a highly positive sentiment. Statements such as "The duration of training sessions is sufficient for me to learn effectively" (mean: 4.16), "The training provided was relevant to my development needs" (mean: 4.25), and "Training aids used were helpful in improving the program's overall effectiveness" (mean: 4.28) all garnered high mean scores, signifying that employees are generally satisfied with the various aspects of the training programs. Furthermore, employees acknowledge the importance of continuous training for their career advancement within the company, as evidenced by the mean score of 4.19 for "I consider continuous training and development vital for my career advancement within the company." Additionally, aspects such as the well-structured nature of training programs (mean: 4.00) and the overall excitement and good learning experience provided during training sessions (mean: 4.05) further contribute to the positive perception of training programs among employees. Most employees feel like they've improved after the training (Mean: 3.94) and that it has helped them perform better at work (Mean: 4.23). But, there's a bit of a gap when it comes to how well the training matches up with what's happening in the industry (Mean: 3.91). This means there's room to make the training more aligned with current industry trends and challenges.

In conclusion, Faber Castell has demonstrated a strong commitment to understanding employee training needs, fostering active feedback mechanisms, and delivering training programs that align with employee expectations and contribute to their career growth and motivation. While there are areas for potential refinement, the overall sentiment indicates a successful fulfilment of the objectives related to training and development evaluation, employee satisfaction assessment and good impact on employees.

## **5. CONCLUSION**

HRM is nothing but managing the human resource, from the date of recruitment till the retirement and each employee needs some training program to develop their skills and ability. Today we are living in a competitive world in order to survive among other factors, it is the employees who make the organization reach their desired goal.

The evaluation of training and development programs at Faber Castell has provided valuable insights into the effectiveness of these initiatives in enhancing employee skills, performance, and job satisfaction. The objectives of the study were successfully achieved through a comprehensive analysis of training methods, employee feedback, and the impact of training on organizational goals. The findings of the report highlight the significant role that training plays in empowering employees to excel in their roles. Employees expressed high levels of satisfaction with the training programs offered by Faber Castell, citing improvements in their skills, knowledge, and job performance. This positive feedback underscores the organization's commitment to providing relevant and impactful training opportunities to its workforce. The report reveals that training programs at Faber Castell align closely with the organization's business objectives. Employees reported a better understanding of company goals and values after participating in training sessions, indicating that these programs contribute to overall organizational success. The impact of training on employee development and job satisfaction is evident in increased productivity, higher engagement levels, and a positive work culture. Employees feel more confident and capable in their roles, leading to improved performance and contributions to the company's success.

The evaluation of training and development programs at Faber Castell demonstrates the positive impact of these initiatives on employee skills, performance, and overall job satisfaction. The organization's commitment to providing effective training opportunities has contributed to a skilled and motivated workforce, poised for continued success in the ever-evolving business landscape. Continued investment in training and development will be key to sustaining this success and driving future growth for Faber Caste.

## **6. MANEGERIAL IMPLICATIONS**

- Develop customized training paths or learning tracks based on job roles, career aspirations, and skill levels. This personalized approach will ensure that employees receive training tailored to their specific needs and career development goals.
- Encourage cross-functional training opportunities where employees can gain exposure to different departments, roles, and projects. This will broaden their skill set, foster collaboration, and promote a deeper understanding of the organization's operations.
- Determining the current state of knowledge of the employee before embarking on training and development.
- The organization can arrange the training programs at department wise in order to give focused on the entire department.
- Leverage technology platforms and tools to enhance the delivery and accessibility of training programs. Consider using e-learning platforms, virtual classrooms, and mobile learning apps to facilitate remote learning, self-paced learning, and continuous access to training resources.
- Implement robust evaluation and measurement mechanisms to assess the impact of training programs on employee performance, productivity, and business outcomes. Use metrics such as training ROI, employee engagement scores, and performance metrics to track progress and identify areas for improvement.
- Consider enhancing the content of training programs by incorporating industry best practices, case studies, and real-world scenarios relevant to employees' roles. This will make training sessions more engaging, practical, and impactful.
- Recognize and reward employees who actively participate in training and demonstrate improvements in their skills and performance. This will incentivize continuous learning and create a positive feedback loop for ongoing development.

## **7. TASK HANDLED**

- Verification of contractor's bills & ECR challans checking and confirming the invoices and official documents submitted by contractors for the work they have done for the company. ECR challans are related to contributions made towards employees' provident fund accounts
- Reviewing and confirming the financial records provided by the company's bank to ensure accuracy and compliance.
- Entering information into computer systems or physical registers, this could include employee data, financial transactions, or other important records.
- Verification of contract labour's employment cards, checking and confirming the identification and employment details of contract labourers working for the company.
- Reviewing reports that detail the number of workers present on a daily and weekly basis to ensure proper staffing levels.
- Phone calls for interview making or receiving phone calls to schedule interviews with job candidates or to conduct initial screening interviews over the phone.
- Organizing and storing documents and records in an orderly manner for easy retrieval when needed.
- Help with administrative tasks related to training programs assisting with tasks such as scheduling training sessions, managing participant registrations, and coordinating logistical aspects of training programs.
- I was given the responsibility of developing a post-training assessment questionnaire for employees. This involved creating a mix of open-ended and multiple-choice questions to gauge their understanding of the training content. The HR officer offered guidance and assistance in structuring the questions effectively to ensure they were relevant and comprehensive."
- Gathering opinions and comments from individuals who have participated in training programs to assess their experiences and gather suggestions for improvement.

## **8. LEARNINGS**

- I have learned how to verify contractor bills, ensuring they align with contract terms and legal requirements. This includes understanding ECR challans and compliance with provident fund contributions, indicating a grasp of financial and legal compliance aspects in contracts.
- Reviewing financial records provided by the company's bank would have enhanced my understanding of financial processes, accuracy in financial reporting, and compliance with regulatory standards. This includes knowledge of financial statements from contractor, transactions, and the importance of accuracy in financial records.
- Verifying contract labor's employment cards and reviewing reports on worker attendance have given me insights into HR processes such as employment verification, compliance with labor laws, and ensuring proper staffing levels. Additionally, tasks like making or receiving phone calls for interviews would have enhanced my communication and interpersonal skills.
- Helping with administrative tasks related to training programs, developing post-training assessment questionnaires, and gathering feedback from training participants have provided valuable experience in organizing events, designing evaluation tools, and analyzing feedback for continuous improvement.
- I've learned the importance of effective communication and collaboration in a professional setting. Working alongside experienced colleagues and participating in team projects has improved my teamwork skills and taught me how to communicate ideas clearly and concisely.
- My internship has provided me with hands-on experience in allowing me to apply theoretical knowledge gained from my academic studies into real-world scenarios. This practical experience has enhanced my problem-solving abilities and critical thinking skills as I navigated through challenges and found innovative solutions.

## **9. CHALLENGES**

- During my internship in the HR department, I encountered several challenges that contributed to my learning and growth in the field. One significant challenge was adapting to the dynamic nature of HR tasks and responsibilities. Coming from an academic background, I had theoretical knowledge but lacked practical experience in handling real-world HR scenarios.
- Managing a diverse workload was also challenging, as I was tasked with various HR functions, from recruitment support to employee relations tasks. Balancing multiple projects and deadlines required effective time management and prioritization skills, which I developed over time with guidance from my mentors.
- Handling confidential information responsibly was a challenge that required me to maintain strict confidentiality and ethical standards while working with sensitive employee data and documents.
- Restrictions on accessing certain confidential or proprietary information within the organization may have limited the depth of analysis or insights into specific HR processes or practices.
- Adapting to new HR technologies and software tools posed a learning curve, as I had to quickly learn how to use HR databases, applicant tracking systems, and other digital platforms efficiently. Despite these challenges, I approached each task with enthusiasm, sought guidance from experienced HR professionals, and embraced opportunities for learning and growth. Overcoming these challenges not only enhanced my technical skills but also strengthened my adaptability, resilience, and problem-solving abilities, which are invaluable in a professional HR career.


# 10. APPENDIX I

कर्मचारी भविष्य निधि संगठन  
Employees' Provident Fund Organization  
भविष्य निधि भवन, १४, भीकाजी कामा प्लेस, नई दिल्ली - ११००६६  
Bhavishya Nidhi Bhawan, 14, Bhikaji Cama Place, New Delhi - 110066

Generated On 12/03/2024 23:32

**Payment Confirmation Receipt**

TRRN No :	1702403003122
Challan Status :	Payment Confirmed
Challan Generated On :	12-MAR-2024 13:38:48
Establishment ID :	GAGOA0012768000
Establishment Name :	JESUS MARIA SERVICES,
Challan Type :	Monthly Contribution Challan
Total Members :	33
Wage Month :	FEB-2024
Total Amount (Rs) :	52,801
Account-1 Amount (Rs) :	33,096
Account-2 Amount (Rs) :	1,056
Account-10 Amount (Rs) :	17,592
Account-21 Amount (Rs) :	1,057
Account-22 Amount (Rs) :	0
Payment Confirmation Bank :	State Bank of India
CRN :	002120324622342
Payment Date :	12-MAR-2024
Payment Confirmation Date :	12-MAR-2024
Total PMRPY Benefit :	0



36 M.No. 9764539870

**BETAL ENTERPRISES**  
Labour Contractor & Labour Supply  
Housekeeping & Maintenance.

**CARD**

Name: Ketan Gaud  
Designation: St-3  
Month: April 20 24

Date	Time IN	Time OUT	OT	Advances	Sign.
1	08:35	17:35			
2	08:40	17:35			
3	08:35	17:35			
4	08:35	17:35			
5	08:35	17:35			
6	08:35	17:35			
7					
8	08:35	17:35			
9	08:35	17:35			
10	08:35	17:35			
11	08:35	17:35			
12	08:35	17:35			
13	08:35	17:35			
14					
15	08:35	17:35			

12-MAR-2024 13:38:48

002120324622342

**FABER-CASTELL** Training Feedback Form

Document No : In-QR-HR-007  
Revision No. : 00 Page No:- 01/01  
Date : 01.01.2015

Name of the Participant: \_\_\_\_\_

Name of the Program: \_\_\_\_\_

Name of the Trainer/s: \_\_\_\_\_

Date of the Program: \_\_\_\_\_

> Thank you for being a part of the training. Please take a moment to provide your feedback.

Your valuable feedback will help us in assessing the trainers strengths and shortcomings.

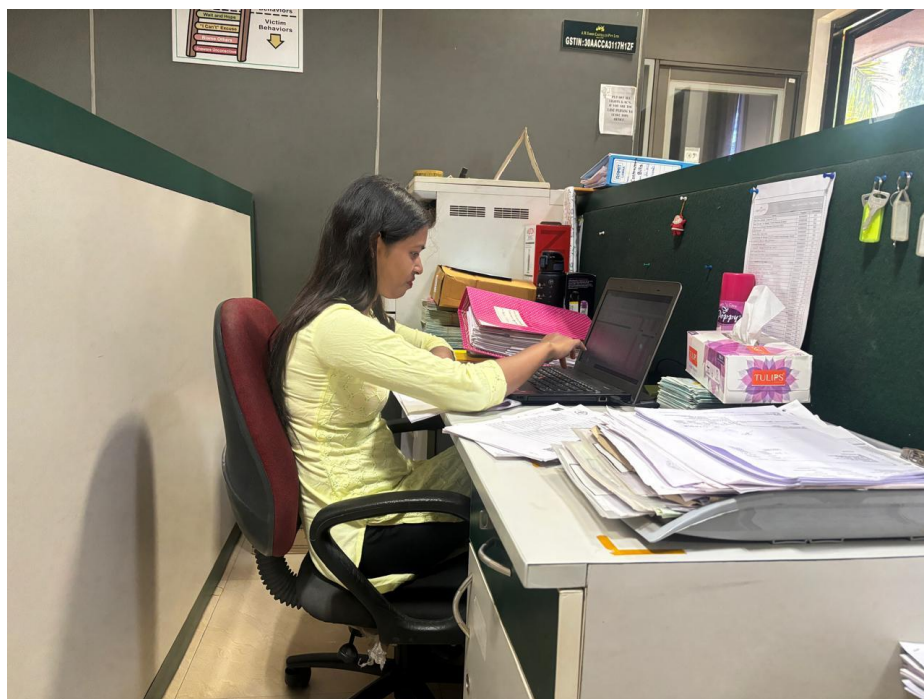
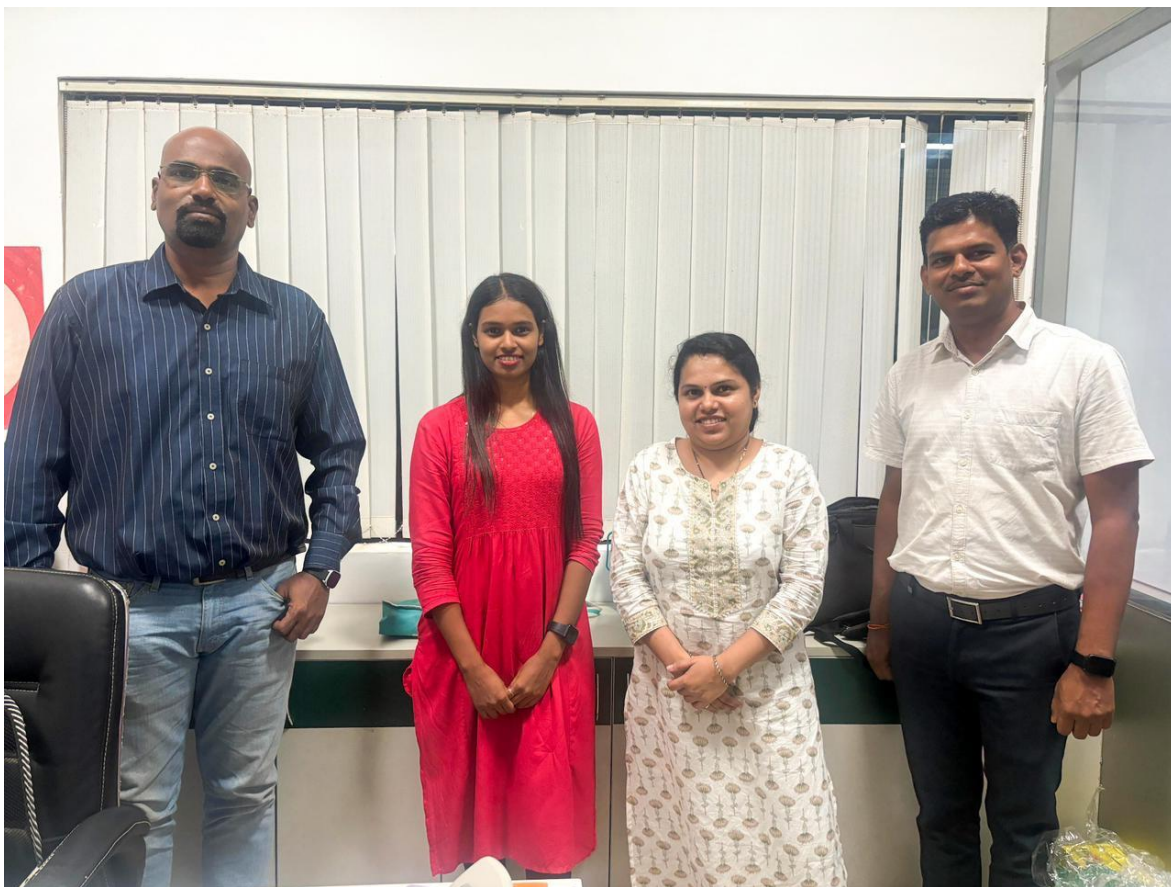
FACTORS	1 Bad	2 Poor	3 Average	4 Good	5 Very Good
1 Trainer's Knowledge of the subject?	1	2	3	4	5
2 Trainer's ability to communicate with the group?	1	2	3	4	5
3 Examples used?	1	2	3	4	5
4 Usefulness of information provided?	1	2	3	4	5
5 Importance of the topic to your development?	1	2	3	4	5
6 Training methodology?	1	2	3	4	5
7 Facilities provided?	1	2	3	4	5
8 Your knowledge of the subject before training?	1	2	3	4	5
9 Your knowledge of the subject after training?	1	2	3	4	5
10 To what extent were your training objectives met?	1	2	3	4	5

Comments: \_\_\_\_\_

Date: \_\_\_\_\_ Signature of the trainee \_\_\_\_\_

**THANK YOU FOR YOUR PARTICIPATION**

## 11. APPENDIX II



## 12. ANNEXURE

Q1). Gender

- Male
- Female
- Others

Q2). Which age group do you belong to?

- 21 – 30 yrs.
- 31 – 40 yrs.
- 41 – 50 yrs.
- 51 – above

Q3). Educational Qualification

- Diploma
- Bachelor degree
- Master degree
- Other

Q4). Department

- R&D
- Accounts
- Quality
- Production

Q5). I have worked for company for:

- 0-5 years
- 6-10 years
- 11-15 years
- More than 15years

Q6). The number of training programs I have attended in the past 5 years is within the following range:

- 0-5 years
- 6-10 years
- 11-15 years

- More than 15years

Sr. No.	statements	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
7.	The objectives of the training programs were clear to me before attending.					
8.	The training provided was relevant to my development needs.					
9.	The organization's training programs align with its overall business objectives.					
10.	The trainers conducting the training programs are knowledgeable and experienced.					
11.	I find the training programs to be well-structured.					
12.	The duration of training sessions is sufficient for me to learn effectively.					
13.	The training has helped boost my performance within the organization.					
14.	I consider continuous training and development vital for					

	my career advancement within the company.					
15.	The training sessions were exciting and provided a good learning experience.					
16.	The training aids used were helpful in improving the program's overall effectiveness.					
17.	I have experienced positive changes in myself after the training.					
18.	I believe the organization should increase the number of training sessions.					
19.	The training programs effectively address current industry trends and challenges.					
20.	The assessment and evaluation in training programs effectively measure my learning progress.					
21.	Employees are encouraged to provide feedback on the training programs through surveys and discussions.					

22.	The organization values employee feedback on training programs and incorporates suggestions for improvement.					
23.	I am satisfied with the training programs provided by the company.					

### 13. REFERENCES

- <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.indiamart.com/faber-castell-india/aboutus.html&ved=2ahUKEwiTn9HV0 OFAxXVgFYBHWmLAKOOFnoECCI OAO&usg=AOvVaw0Gk oTC5WV3iVvPModg6is>
- <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.researchgate.net/publication/377850367 Title Exploring the Impact of Employee Training and Development on Organizational Efficiency and Effectiveness- A Systematic Literature Review&ved=2ahUKEwiCr 331fOFAxUMfGwGHXjbCgIO FnoECB8OAO&usg=AOvVaw25baVa6gBEhOO7dOPrku2I>
- <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.humanresourcejournal.com/article/view/43/2-2-9&ved=2ahUKEwiq8u6q1vOFAxWrbmwGHdvYBPkOFnoECBEOAO&usg=AOvVaw24wOYnR4Uxv9XSZrjJeFDv>
- <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://www.researchgate.net/publication/371679641 EFFECTIVENESS OF TRAINING AND DEVELOPMENT AN EVALUATION&ved=2ahUKEwiY4PfZ1vOFAxXVS mwGHTfH BvOO FnoECBEOAO&usg=AOvVaw27DeBg7LwUwLfVvDPHn8aT>
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- <https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://ijcrt.org/papers/IJCRT2305590.pdf&ved=2ahUKEwirzJralfOFAxW Ce2wGHR- EC0MO FnoECBAOAO&usg=AOvVaw2GXD iNE3sfr22il1buY0jt>