A STUDY ON THE EFFECTIVENESS OF EXECUTIVE DEVELOPMENT PROGRAM AT SUDARSHAN CHEMICAL INDUSTRIES LIMITED

Project Report

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By

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Place: Koratty East, Thrissur   Ancil Sebastian

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DECLARATION

I, Ancil Sebastian, hereby declare that the project report entitled "A Study on the Effectiveness of Executive Development Program at Sudarshan Chemical Industries Limited" has been prepared by me and submitted to the University of Calicut in partial fulfillment of the requirement for the award of Master of Business Administration, is a record of original work done by me under the supervision of Ms. Jis Jose Koreath, Assistant Professor, Naipunnya Business School, Pongam, Koratty E., Thrissur.

I also declare that project work has not been submitted by me fully or partly for the award of any Degree, Diploma, Title or recognition before any authority.

Place: Koratty East, Thrissur   Ancil Sebastian

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER - I
INTRODUCTION

1 INTRODUCTION

1.1 INTRODUCTION

In today's business environment, organizations prioritize their Human Resources (HR) as the cornerstone of success. Employees, often likened to the lifeblood of a business, drive its growth and prosperity. However, success requires more than skilled recruitment; it demands comprehensive training to enhance performance. Training and development initiatives have thus become indispensable tools for navigating rapid change and intense competition. These programs nurture talent, refine skills, and propel organizational success, embodying a commitment to perpetual improvement and professional advancement among employees.

According to Dugan et al. (2003), organizations derive outputs through the execution of tasks by individuals to meet predefined standards. To effectively carry out these tasks, individuals must possess a mastery of the specific technologies utilized within the organization. This mastery entails the acquisition of requisite knowledge and skills. Such acquisition may be necessary when an employee is newly onboarded, in response to organizational changes such as the adoption of new technologies, or when an individual transitions within the organization, either through lateral moves or promotions. Training is the use of systematic and planned instruction activities to promote learning (Armstrong, 2012). Training serves to bridge the gap between job requirements and employees' current qualifications, leading to improved processes and superior outcomes. The main purpose of training is to eliminate performance discrepancies whether current or anticipated so that the employees are equipped with relevant skills to perform their job tasks (Amadi, 2014).

In today's dynamic marketplace, job training is essential for maintaining organizational competitiveness and addressing employees' weaknesses. Effective learning interventions empower employees to enhance their skills and performance, fostering fulfilment and efficacy. Beyond individual growth, training and development boost organizational productivity, efficiency, and quality by aligning learning objectives with strategic goals. These initiatives also increase self-efficacy, confidence, and proactive problem-solving. Although training involves costs and time, the substantial return on investment makes it a crucial priority for sustained success and resilience against

unforeseen challenges, ultimately shaping the trajectory of both employee and organizational success.

Sudarshan Chemical Industries Limited, a key player in the chemical manufacturing sector, has implemented an Executive Development Program (EDP) designed only for its management staff. So, in this study we used the terms staff, employees, executives, band 4 employees for the management staff. This program aims to enhance their growth, competencies, self-efficacy, and overall performance. However, despite the significant investment in this program, its effectiveness and the satisfaction levels on EDP of the executives who participating in the EDP remain unclear.

This study aims to fill this knowledge gap by evaluating the perceptions and satisfaction levels of the management staff regarding the EDP and by assessing the relationship between the program's effectiveness and participant satisfaction on EDP. Additionally, it explores whether demographic factors such as age, gender, educational qualifications, and tenure influence these satisfaction levels. By providing empirical evidence and actionable feedback, this study seeks to optimize the design and implementation of the EDP, ensuring it aligns with both the employees' and the organization's needs and goals, thereby maximizing Sudarshan Chemical Industries Limited's investment in executive development and fostering a more motivated and competent management team.

The Executive Development Program (EDP) at SCIL integrates various modules aimed at enhancing management proficiency and operational effectiveness. Participants undergo self-assessment through SWOT analysis and Individual Development Plans (IDP) focused on the Pigment business sector. Key components include strategic planning and organizing of Supply Chain Management (SCM), Raw Materials (RM), and Manpower. The program also covers Pigment END applications, Operational Control, and emphasizes Training & Development. It addresses Change Management through Crew Systems, fosters Teamwork & Collaboration, and enhances communication skills. Additionally, an Art of Living section promotes personal well-being and stress control. Overall, the EDP aims to cultivate better employee relations to align personal growth with organizational success in the chemical manufacturing sector. Now, we will conduct our studies and formulate questions based on these EDP modules.

1.1.1 NEED AND IMPORTANCE OF TRAINING AND DEVELOPMENT

Employee training and development are vital investments benefiting both individuals and organizations, offering a multitude of advantages that enhance total success and competitiveness. By boosting productivity and efficiency and fostering advanced levels of employee engagement and satisfaction, training programs are integral to cultivating a capable and motivated workforce. Furthermore, training promotes adaptability to change, reinforces employer reputation, and encourages teamwork, thereby stimulating organizational advancement and profitability. In this overview, we will delve into the diverse benefits of training and development, underscoring its importance in nurturing individual and professional development among employees while also elevating organizational efficiency and competitiveness.

Figure 1.1 Needs and Importance of Training & Development
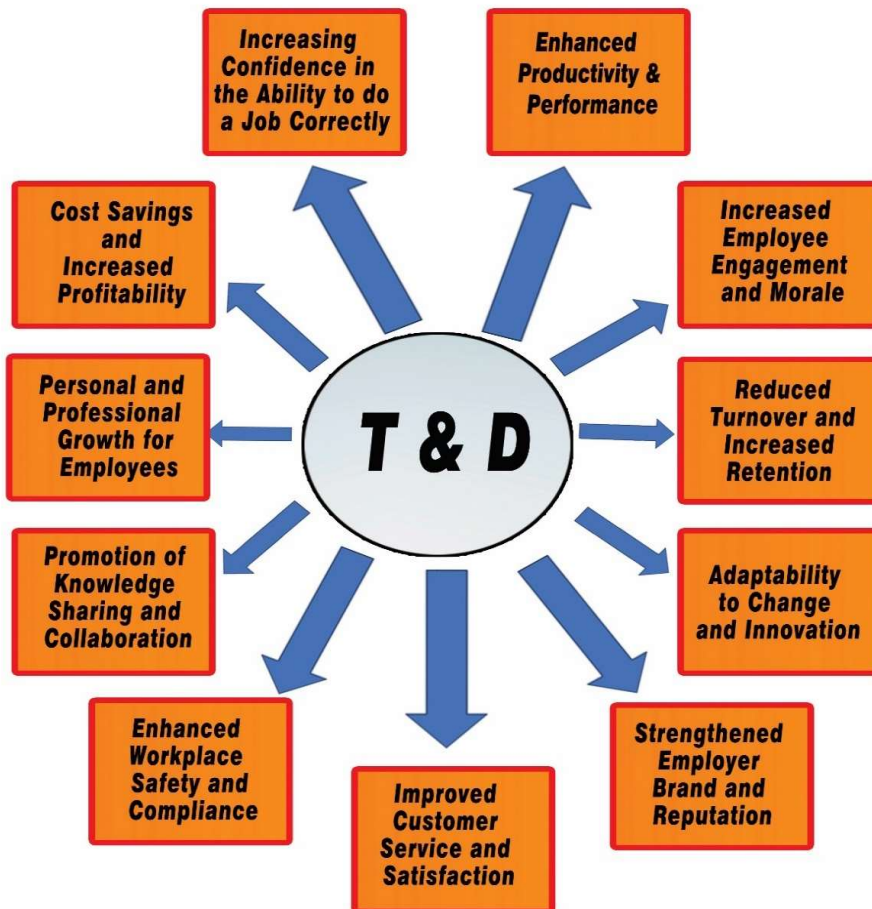
1. Improved Efficiency and Effectiveness: Adequately trained staff perform tasks with precision, resulting in fewer mistakes, enhanced quality, and heightened productivity. This ensures timely attainment of organizational objectives, driving overall prosperity.

2. Heightened Employee Engagement and Satisfaction: Offering training signifies the company's commitment to employees' growth, fostering job contentment, motivation, and camaraderie. Engaged staff exhibit increased dedication and positively impact the organizational culture.

3. Diminished Turnover and Enhanced Talent Retention: Initiatives for continuous learning instil loyalty, reducing employee turnover rates and preserving valuable talent. This enables organizations to retain skilled personnel, curtailing recruitment expenses and maintaining workforce stability.

4. Adaptability to Evolving Environments and Innovation: Training equips staff with the skills necessary to navigate technological advancements, market shifts, and evolving processes. This encourages adaptability and fosters innovation, ensuring organizational competitiveness.

5. Reinforced Employer Brand and Reputation: Employers who put employee development first gain the respect of prospective employees, which helps them draw in top talent and improve their reputation in the marketplace. A robust employer brand facilitates recruitment and retention of skilled personnel.

6. Enhanced Customer Service and Loyalty: Well-trained employees deliver exemplary service, resulting in heightened customer satisfaction and loyalty. This strengthens customer relationships and elevates the organization's market reputation.

7. Improved Workplace Safety and Regulatory Compliance: Training on safety protocols and company policies mitigates risks, ensuring compliance and minimizing legal issues. This cultivates a safe work environment, safeguarding both employees and the organization.

8. Facilitation of Knowledge Sharing and Collaboration: Training initiatives encourage teamwork and skill enhancement, encouraging a situation where collaboration and sharing of knowledge thrive. This creates a supportive

workplace where employees learn from one another, bridging skill gaps collectively.

9. Personal and Professional Development for Employees: Investing in employee growth enables individuals to hone skills, expand knowledge, and advance careers. This benefits employees personally and contributes to their long-term success within the organization.

10. Financial Efficiency and Enhanced Profitability: Investments in training and development generate cost efficiencies and high-level profitability. Enhanced productivity, lower turnover rates, and improved customer satisfaction collectively drive organizational achievements, rendering training a wise financial decision.

11. Boosted Confidence and Competence: Increased self-assurance among employees, which is nurtured by thorough training and continuous assistance, results in zeal and optimism. Empowered employees handle tasks adeptly, make knowledgeable decisions, and effectively contribute to organizational triumph, underscoring the significance of investing in training and development for sustained competitiveness.

To sum up, development and training are critical to the expansion and prosperity of businesses and workers alike. Companies can create a skilled workforce, foster a positive work environment, and maintain a competitive edge in the market by investing in training efforts.

1.2 STATEMENT OF THE PROBLEM

In the rapidly evolving business environment, companies must continuously invest in developing their human capital to maintain a competitive edge. Sudarshan Chemical Industries Limited, a prominent player in the chemical manufacturing industry, has implemented an Executive Development Program (EDP) aimed at enhancing the individual growth, competencies, self-efficacy, and overall performance of its management staff. However, the effectiveness and impact of this EDP on executives' performance and their satisfaction with the program remain unclear. Despite significant investment in these programs, there is limited empirical evidence to suggest that the EDP at Sudarshan Chemical Industries Limited is meeting its intended objectives.

Additionally, it is essential to determine if demographic factors such as age, gender, education, and tenure influence the satisfaction levels of the management staff with the EDP.

This knowledge gap presents a critical challenge for the organization in ensuring that the EDP is both effective and aligned with the needs and goals of its employees and the company. Therefore, this study is crucial for Sudarshan Chemical Industries Limited to optimize its investment in executive development, fostering a more motivated, and competent management team that can drive the organization towards sustained success. The study will provide actionable feedback to improve the EDP, ensuring it aligns with both employee and organizational needs and goals, thereby optimizing the company's investment in human capital development.

1.3 OBJECTIVES OF THE STUDY

1. To determine the perception of management staff (executives) on EDP effectiveness.
2. To determine the satisfaction level of management staff on EDP
3. To assess the relationship between effectiveness of EDP and satisfaction of executives on EDP.
4. To assess whether demographic factors such as age, gender, education qualification and tenure influence the satisfaction of management staff.
5. Provide feedback to improve the design and implementation of EDPs align with both employees and organisational needs and goals.

1.4 THE SCOPE OF THE STUDY

The purpose of this study is to assess the Executive Development Program (EDP) of Sudarshan Chemical Industries Limited. Specifically, the program's effects on self-efficacy, performance, growth, and employee satisfaction are examined, with a special emphasis on Band 4 personnel who make up the organization's leadership cadre. The research gives SCIL practical insights to improve future EDP design and implementation, closely matching them with employee demands and organizational goals, by examining both areas of strength and areas for improvement. The study emphasizes observable advantages including increased job effectiveness and leadership

abilities, highlighting the importance of funding leadership development to promote an environment of ongoing learning and creativity. This evaluation provides SCIL with a thorough understanding of the EDP's efficacy, facilitating strategic decision-making and guaranteeing the program's continued relevance in the face of changing industry dynamics for leadership development initiatives.

1.5 RESEARCH METHODOLOGY

1.5.1 INTRODUCTION

Research, in its expansive scope, involves the structured collection and analysis of data and information, aimed at advancing understanding within a specific domain. It endeavours to tackle both theoretical and practical inquiries through the application of methodical approaches. According to Panneerselvam R. (2014), in research one can visualize the fact that a detailed study is required in each practical situation for better results. Any effort which is directed to such study for better results is known as research. In other words, research is an organized set of activities to study and develop a model or procedure/technique to find the results of a realistic problem supported by literature and data such that its objective(s) is (are) optimized and further make recommendations/interferences for implementations. Research methodology A system of models, procedures and techniques used to find the results of a research problem is called a research methodology.

The methodology chapter is essential for providing evidence in support of the selected study plan and guaranteeing accurate results. Depending on their study goals and aims, researchers frequently have to choose between qualitative approaches, which provide descriptive insights, and quantitative methods, which provide numerical precision. Our methodology includes the research design, data sources, analysis tools, study duration, hypotheses, questionnaire development, sample size, demographics, sampling strategies, and analytical procedures. It also describes how data is collected, analysed, and interpreted. This thorough structure guarantees the authenticity and dependability of our results, significantly adding to the corpus of knowledge in the field.

1.5.2 RESEARCH DESIGN

According to Salkind N. J. (2010), research design is the plan that provides the logical structure that guides the investigator to address research problems and answer research questions. It is one of the most important components of research methodology. The investigator follows a study design, which acts as a guide for the entire process, from developing research questions or hypotheses to analysing results. It entails making important choices about strategies, tactics, and protocols for looking into a phenomena or issue. The study's objectives and scope are determined by well-defined research questions or hypotheses, which also direct the use of qualitative or quantitative methods. While quantitative approaches examine numerical data from surveys or experiments, qualitative designs make use of observations and interviews to comprehend social processes. Decisions around validity, reliability, sampling, data collecting, analysis, and ethics are all part of the design process. The foundation of both approaches is descriptive research, which uses statistical analysis for structured summaries or interviews for contextual insights to investigate subjects in depth without demonstrating causal linkages. This type of research helps with hypothesis creation and decision-making.

This study aims to evaluate the effectiveness of an executive development program at Sudarshan Chemical Industries Limited on competency, employee performance, individual growth, and self-efficacy. Employing a descriptive research design, it seeks to characterize the behaviours and perceptions of participating executives without manipulating variables. Data collection involved 111 executives, utilizing questionnaires for quantitative insights, direct interviews for qualitative understanding, and supplementary data from secondary sources. Through this approach, the study aims to offer comprehensive insights into the program's impact, aiding Sudarshan Chemical Industries Limited in its endeavours to enhance employee performance and nurture individual growth and development.

1.5.3 SOURCES OF DATA

In research, data can be obtained from various sources, categorized as primary, secondary, and tertiary. Primary sources involve data collected firsthand by the researcher through methods such as surveys, interviews, observations, and experiments. Secondary sources include published literature, government reports, organizational

records, and internet databases that contain data that has already been gathered by others for various purposes. Collections of information that have been assembled or synthesized from primary and secondary sources can be found in encyclopaedias, bibliographies, indexes, abstracts, and other tertiary sources. Researchers often use a combination of these sources to gather comprehensive and robust evidence to address their research questions and objectives effectively. In this study I used 3 sources in order to get data. They are:

1. Primary Data Sources:

   Primary data for this study were collected through questionnaires and direct interviews. Questionnaires related to training effectiveness and employee performance were provided to 111 executives in the company.

2. Secondary Data Sources:

   Secondary data used for this study are Journals, Previous Research Works, Articles, Online News, Conference Papers and Books.

3. Tertiary Data Sources:

   For tertiary sources of data, I utilized a Research Encyclopaedia.

1.5.4 TOOLS OF DATA ANALYSIS

Statistical analysis is an important component of research as it allows researchers to derive meaningful understandings from collected data. While raw data collection provides the foundation, statistical treatment of data is vital for organizing and interpreting this information effectively. The statistical tools used for this study include the following:

1. Percentage Analysis:

   Percentage analysis in research methodology involves analysing data to determine the proportion or percentage of specific variables within a dataset. It provides a clear understanding of the distribution of responses or characteristics among participants, allowing researchers to identify patterns, trends, or disparities. This method enables researchers to quantify and present information in a concise and easily interpretable format, aiding in the description and analysis of research findings.

   Percentage analysis is a vital tool in this project, providing insights into participant demographics and sentiments by analysing variables such as age, gender, education, job role, SBU, location, and tenure. It aids in understanding the perception about

satisfaction and effectiveness of the Executive Development Program (EDP) at SCIL, helping to identify challenges and gauge organizational support.

2. Mean Analysis

Mean analysis is a statistical method used to calculate and interpret the mean (average) of a set of numbers. It helps understand the average level of EDP Effectiveness and EDP Satisfaction within individual groups by summing all values and dividing by the number of values. This allows for assessing the average performance and satisfaction within specific subgroups. Overall mean analysis involves calculating the mean of means from multiple groups or datasets. By determining the grand mean, we can derive a comprehensive summary measure of EDP Effectiveness and Satisfaction across all groups. This method aggregates the mean scores of each subgroup, weighted by their sizes, to provide an overall evaluation. n this study, we utilized both mean analysis and overall mean analysis to evaluate the levels of EDP Effectiveness and EDP Satisfaction.

3. Correlation Analysis:

Correlation analysis measures the strength and direction of the relationship between two variables. By calculating a correlation coefficient, ranging from -1 to +1, researchers can quantify how changes in one variable relate to changes in another. A positive coefficient indicates both variables increase together, a negative coefficient shows one increases while the other decreases, and a coefficient near zero suggests no significant relationship. This analysis helps identify patterns and guide further research and decision-making.

In this study, correlation analysis is used to assess the relationship between the effectiveness of the Executive Development Program (EDP) and employee satisfaction with the EDP. By calculating the correlation coefficient, we can determine the strength and direction of this relationship, providing insights into how perceived effectiveness influences satisfaction levels. A strong positive correlation would suggest that as employees perceive the EDP to be more effective, their satisfaction with the program increases. Conversely, a negative correlation would indicate that higher perceived effectiveness corresponds with lower satisfaction, which might highlight areas needing improvement. Understanding this relationship is crucial for refining the EDP to better meet employee needs and organizational goals.

4. ANOVA and t - Test:

    ANOVA is a statistical method used to compare the means of two or more groups, determining if there are significant differences. It separates total variability into variation between groups and within groups, assessing if group differences are due to random chance or an actual effect. A t-test evaluates if there is a significant difference between the means of two groups, determining whether observed differences are due to random chance or real population differences. It includes independent samples t-test for distinct groups and paired samples t-test for the same group under different conditions. Results provide a t-value and p-value, with a low p-value indicating a statistically significant difference.

    In this study, Analysis of Variance (ANOVA) is used to assess the impact of demographic factors such as age, educational qualification, and tenure on employee satisfaction with the Executive Development Program (EDP). ANOVA allows us to compare the means of satisfaction levels across multiple groups to determine if there are statistically significant differences. For instance, by using ANOVA, we can examine whether employees of different age groups, educational backgrounds, or varying lengths of tenure perceive the EDP differently in terms of satisfaction. Significant differences revealed by ANOVA would indicate that these demographic factors influence how employees evaluate the program. This insight is crucial for understanding the diverse needs of the workforce and for tailoring the EDP to enhance satisfaction across all demographic groups, thereby improving the program's overall effectiveness and inclusivity.

    In this study, a t-test is employed to evaluate the relationship between gender and employee satisfaction with the Executive Development Program (EDP). The t-test compares the means of two groups (e.g., male and female employees) to determine if there is a statistically significant difference in their satisfaction levels. By analysing this difference, we can identify whether gender plays a role in how employees perceive the EDP. If the t-test results indicate a significant difference, it may suggest that the program impacts male and female employees differently, providing insights into how the EDP can be tailored to address the specific needs and preferences of both groups. This analysis is vital for ensuring that the EDP is equitable and effective for all employees, thereby enhancing overall satisfaction and program success.

1.5.5 SOFTWARE UTILIZED FOR ANALYSIS

1. Microsoft Excel:

   Microsoft Excel is a commercial spreadsheet application utilized for basic calculations, graphing, pivot tables, and macros. It organizes and manipulates data using cells arranged into rows and columns, displaying data through charts and graphs. Microsoft Visual Basic allows for complex numerical methods and coding directly in Excel.

2. SPSS (Statistical Package for the Social Sciences):

   SPSS is a widely used software for statistical analysis in social science research. It offers an intuitive interface for performing diverse statistical analyses, managing data, and visualizing outcomes. With SPSS, researchers can analyse complex data sets efficiently and accurately, making it a valuable tool for both novice and experienced researchers. Its extensive range of features includes descriptive statistics, correlation analysis, regression analysis, factor analysis, and more, making it versatile for addressing a wide array of research questions. Overall, SPSS streamlines the analytical process and aids in deriving meaningful insights from data in the social sciences.

1.5.6 PERIOD OF THE STUDY

The study is scheduled to take place over a two-month period, commencing on April 8th, 2024, and concluding on June 3rd, 2024. This timeframe enables a thorough investigation of the research objectives within the specified schedule. Over this duration, activities such as data collection, analysis, and interpretation will be carried out to fulfil the study's objectives efficiently. Adhering to this timeline, the research endeavours to provide insightful information and augment the existing knowledge base in the relevant field.

1.5.7 HYPOTHESIS

Hypotheses are fundamental in research, providing a roadmap for investigating relationships or phenomena. These hypotheses serve as testable statements that guide researchers in formulating research questions, designing data collection methods, and analysing findings. The hypotheses in this study examine factors influencing employee

satisfaction with Sudarshan Chemical Industries Limited's Executive Development Program (EDP). Hypothesis 1 tests the correlation between EDP effectiveness and satisfaction, proposing a positive relationship. Hypothesis 2 investigates age differences, suggesting age may influence satisfaction levels. Hypothesis 3 explores gender differences in satisfaction, while Hypotheses 4 and 5 assess the impact of education qualification and tenure, respectively, on satisfaction. These hypotheses aim to provide insights into improving the EDP's effectiveness by addressing demographic factors and enhancing overall employee satisfaction.

The following are the hypothesis to be tested:

Hypothesis 1 (H1): Correlation

- Null Hypothesis (H0): There is no significant relationship between effectiveness of EDP and EDP Satisfaction of employees.
- Alternative Hypothesis (H1): There is significant relationship between effectiveness of EDP and EDP Satisfaction of employees.

Hypothesis 2 (H2): ANOVA

- Null Hypothesis (H0): There is no significant difference in EDP satisfaction scores among different age groups.
- Alternative Hypothesis (H1): There is a significant difference in EDP satisfaction scores among different age groups.

Hypothesis 3 (H3): t - Test

- Null Hypothesis (H0): There is no significant difference in EDP satisfaction scores between males and females.
- Alternative Hypothesis (H1): There is a significant difference in EDP satisfaction scores between males and females.

Hypothesis 4 (H4): ANOVA

- Null Hypothesis (H0): There is no significant difference in EDP satisfaction scores among different educational qualification groups.

- Alternative Hypothesis (H1): There is a significant difference in EDP satisfaction scores among different educational qualification groups.

Hypothesis 5 (H5): ANOVA

- Null Hypothesis (H0): There is no significant difference in EDP satisfaction scores among different tenure groups.
- Alternative Hypothesis (H1): There is a significant difference in EDP satisfaction scores among different tenure groups.

1.5.8 QUESTIONNAIRE DESIGN

The questionnaire for evaluating the effect of the Executive Development Program (EDP) at Sudarshan Chemical Industries Limited begins with demographic inquiries to understand participant profiles, followed by Likert-scale questions addressing several facets of the program's effectiveness, satisfaction, and organizational support. It aims to gauge the program's influence on individual growth, performance, competency levels, and self-efficacy, as well as the application of EDP learnings in day-to-day tasks and encountered challenges in implementation. The program's design and execution will be improved with the use of this data in order to improve organizational effectiveness and personnel development. By aligning with the study's objectives, the questionnaire aims to provide comprehensive feedback to improve EDP offerings continually, fostering employee growth, development, and organizational success.

1.5.9 NATURE OF STUDY

The nature of this study is descriptive research, which aims to provide a comprehensive description of the Executive Development Program (EDP) at Sudarshan Chemical Industries Limited. Our focus lies in detailing the characteristics of the participant sample, evaluating their perceived effectiveness and satisfaction levels of the EDP, investigating demographic influences on program outcomes, and identifying common challenges encountered by participants. By utilizing quantitative methodologies like Percentage Analysis, Correlation Analysis, ANOVA, and t – test, we can efficiently examine the gathered data and extract valuable insights concerning different facets of the EDP. These techniques enable us to depict the program's influence without endeavouring to manipulate variables or establish causal connections, enhancing our comprehension of its effectiveness and results.

1.5.10 SAMPLE UNIT

A sample unit refers to the individual elements or entities selected for inclusion in a sample from the population of interest. In the context of this study, the sample unit is the executives (Management Staff) employed at Sudarshan Chemical Industries Limited who participated in the executive development program.

1.5.11 SAMPLE SIZE

The number of distinct items or units chosen from the population to be included in a study is referred to as the sample size. In this study, the sample size is specified as 111 executives (Management staff) from the company. These executives were selected to participate in the executive development program and from which data was collected to assess the program's effectiveness on employee performance, individual growth, and improvement in self-efficacy.

1.5.12 POPULATION

The population of this study encompasses all executives employed at SCIL, irrespective of department or tenure, who are eligible for the executive development program. Specifically, it includes the subset of executives who participated in the program during the research period. The total number of executives or band 4 employees is 428.

1.5.13 SAMPLE FRAME

A sample frame is a thorough list or source from which a sample is drawn, providing a representation of the population of interest. In this study, the sample frame used is likely to be a list of all executives employed at Sudarshan Chemical Industries Limited who meet the eligibility criteria for participation in the Executive Development Program (EDP).

The sample frame consists of executives who fulfil the selection criteria for the EDP, such as possessing a minimum tenure of 2 years, demonstrating consistent performance, and holding critical roles. This roster forms the foundation for selecting the sample of executives who will be invited to partake in the program and be included in the study's analysis. By employing a sample frame that encompasses all qualified executives, the study strives to ensure an exhaustive representation of the target population and bolster the validity of its conclusions.

1.5.14 SAMPLING STRATEGIES

Sampling tactics are the techniques used to choose a subset of individuals or objects from a broader population for inclusion in study. These techniques are necessary to ensure that the results may be safely generalized and that the sample fairly represents the population.

In this study, we utilized census sampling, involving all 111 executives who participated in the Executive Development Program (EDP). The HR department chose participants based on their assessment of tenure (2 years), the importance of their role within the organization, and their past performance. A total of 111 executives were selected and took part in the EDP. These 111 executives constitute the sample for this study, from whom data was collected.

1.6 LIMITATIONS OF THE STUDY

Although the research on the efficacy of EDPs at SCIL shows potential in revealing the value of these programs in bolstering the capabilities and performance of Band 4 executives, it's crucial to recognize certain constraints inherent in its structure and implementation.

- Limited Generalizability: Focusing solely on SCIL and Band 4 employees may restrict the relevance of results to other organizations or demographics. Variations in organizational culture and employee roles across different contexts can influence EDP effectiveness differently, cautioning against broad extrapolation.
- Potential Bias in Participant Selection: Despite using criteria like tenure and performance for selection, there's a danger of unintentionally excluding certain employee segments or favouring individuals with specific characteristics, potentially skewing the representation of Band 4 employees and not fully reflecting the broader workforce's experiences.
- Short Study Duration: The two-month study period may only capture immediate effects of EDP participation, potentially overlooking long-term impacts. Executive development often unfolds gradually, and significant changes may necessitate longer observation periods to assess sustained growth accurately.

- Limited Control over External Factors: Market dynamics, regulatory changes, or economic fluctuations can influence Organizational effectiveness and employee development outcomes. Given the study's relatively short duration, controlling for these external factors' impact may be challenging.

- Reliance on Perceptions and Self-Reports: While executive perceptions offer insights into EDP experiences, relying solely on self-reported data may introduce biases. Executives may overstate benefits or conform to organizational expectations, potentially misaligning perceptions with objective measures.

- Potential Response Bias: Executives may feel pressured to provide favourable responses, leading to response bias where positive outcomes are emphasized, and challenges are downplayed or omitted. This could distort the true impact of EDP participation.

In order to ensure a balanced interpretation of the study's findings and recommendations, it is imperative to acknowledge these limitations up front. Through this approach, scholars and interested parties can gain a deeper comprehension of the extent and relevance of the study's findings in the particular context of SCIL.

1.7 INDUSTRY PROFILE

The production of chemicals, dyes, and colours stand as important pillars of global commerce, producing an array of substances vital to countless sectors worldwide. From vibrant pigments enhancing our surroundings to specialty chemicals powering technological advancements, this industry's impact is profound. Despite recent economic challenges dampening growth, its resilience remains evident, with innovation and adaptation driving progress. With roots in industrialization, urbanization, and technological evolution, the industry continuously evolves to meet the demands of a dynamic marketplace. As emerging economies fuel demand and environmental consciousness shapes innovation, the chemical sector navigates a complex landscape, poised for growth and transformation.

1.7.1 WORLDWIDE PROFILE

Chemical Manufacturing, Dyes, and Pigments Industry Overview: The worldwide industry producing chemicals, dyes, and colours is a vital sector that produces a wide range of chemicals, including dyes, pigments, and specialty chemicals. Numerous sectors, such as textiles, paints & coatings, polymers, printing inks, and building materials, use these goods. According to the research Yankovitz et al., (2024), in the first eight months of 2023, the global chemical manufacturing industry encountered formidable challenges, witnessing a marginal year-over-year growth of less than 1% in chemical output. Numerous segments faced declines in production levels. Contributing factors include a recession in Europe, inflationary pressures in the United States, and a slower-than-anticipated recovery in demand from China, collectively dampening global chemical demand. To counter the downturn, companies are intensifying efforts to streamline operations, cut costs, and enhance efficiencies.

1.7.1.1 Market Size and Growth

Magnitude: The global chemical manufacturing industry is among the largest sectors globally, contributing trillions of dollars to the global GDP annually and employing millions worldwide.

1.7.1.2 Growth Drivers

- Industrialization: Chemicals are needed for manufacturing in a variety of industries, including consumer goods, automotive, electronics, and construction, due to the rapid industrial expansion of emerging economies.
- Urbanization: Increasing urbanization drives demand for construction materials, paints, coatings, and specialty chemicals used in infrastructure development and urban amenities.
- Technological Advancements: Innovations in material science, chemical engineering, and manufacturing drive the creation of novel goods with enhanced performance, such as nanotechnology, biotechnology, and advanced polymers.

1.7.1.3 Product Diversity

1. Product Categories:

   - Organic Pigments: Vibrant colours derived from natural sources or synthesized chemically, widely used in paints, coatings, plastics, and inks.

   - Inorganic Pigments: Durable and heat-resistant pigments made from minerals and metallic compounds, commonly found in architectural coatings, automotive finishes, and construction materials.

   - Dyes: Colorants for textiles, leather, paper, etc., sourced from natural materials or synthetically produced from petrochemicals.

   - Specialty Chemicals: Varied chemicals with specific functions like adhesives, catalysts, surfactants, and additives used across industries.

2. Innovation Focus: Manufacturers continuously innovate to meet evolving customer demands, regulatory requirements, and sustainability goals. Key areas of innovation include:

3. Enhanced Performance: Improving colour strength, lightfastness, resilience to weather, and durability of pigments and dyes.

4. Functional Properties: Developing specialty chemicals with specific functionalities such as flame retardancy, UV protection, antimicrobial properties, and corrosion resistance.

5. Environmental Sustainability: Investing in eco-friendly alternatives, bio-based materials, and green manufacturing processes to reduce environmental impact and meet regulatory standards.

1.7.1.4 Sustainability and Digitalization

- Sustainability: Increasing environmental awareness and regulatory pressure drive chemical manufacturers to adopt sustainable practices, including resource efficiency, waste reduction, renewable energy adoption, and product lifecycle management.

- Digitalization: Technological advancements like Industry 4.0 tools such as IoT, big data analytics, cloud computing, and blockchain are revolutionizing chemical manufacturing processes. They facilitate instantaneous monitoring,

predictive upkeep, streamlining of supply chains, and making decisions based on data analysis.

1.7.1.5 Key Players

1. BASF SE: Automotive coatings, plastics, and printing inks are just a few of the industries that BASF SE serves as one of the biggest chemical firms in the world, providing a vast array of pigments and colorants. When it comes to colour solutions, the organization prioritizes creativity and sustainability.

2. Clariant AG: Clariant is a leading specialty chemicals company known for its high-performance pigments and dyes. The company focuses on providing innovative colour solutions that encounter the emerging needs of customers across different sectors, including automotive, textiles, and plastics.

3. DIC Corporation: DIC Corporation is a Japanese multinational company specializing in the production of pigments, dyes, and specialty chemicals. The company's colour products are used in a diverse range of applications, from printing inks and paints to plastics and textiles.

4. Huntsman Corporation: Huntsman Corporation is a global manufacturer of specialty chemicals, including pigments and colorants. The company's colour solutions cater to industries such as coatings, plastics, and construction, with a focus on quality, performance, and sustainability.

5. Sudarshan Chemical Industries Limited: SCIL is a significant contributor in the chemical colour production and supply sector, providing a wide array of premium pigments, effect pigments, pearlescent pigments, and specialty chemicals. The company's colour products are utilized in automotive coatings, cosmetics, plastics, and printing inks.

1.7.2 INDIAN SCENARIO

Chemical Manufacturing, Dyes, and Pigments Industry Overview: India's chemical manufacturing, dyes, and pigments industry play a crucial role in the country's industrial and economic development. As per the India Dyes and Pigments Market Report and Forecast 2024-2032 (n.d.), the dyes and pigments market in India maintains its significance, with pigment production alone reaching approximately 182.61 million tons, covering a wide range from fundamental to specialized chemicals, serving both domestic and international markets. From 2024 to 2032, the market is anticipated to

undergo substantial growth at a CAGR of 11%. Organic pigments, constituting 58% of India's total pigment production, continue to experience robust demand. This growth trajectory is further propelled by the expansion of the cosmetic industry in the country.

1.7.2.1 Contribution to GDP

According to the report of Desai A. (2023), published in *THE TIMES OF INDIA*, the Indian chemical sector plays a vital role in the nation's economy, contributing approximately 7% to the Gross Domestic Product (GDP). In spite of the obstacles presented by the global pandemic, the chemical industry has not only weathered the storm but also experienced significant growth. India, the third-largest chemical producer in Asia and the sixth-largest manufacturer worldwide, is well-positioned to take advantage of future prospects by utilizing its dominant position in the industry.

1.7.2.2 Employment Generation

The industry provides both direct and indirect employment to millions of people across various segments of the value chain, including manufacturing, distribution, and research.

1.7.2.3 Growth Catalyst

India's chemical sector acts as an initiator of growth in downstream sectors like textiles, paints, plastics, pharmaceuticals, and agriculture, driving innovation, productivity, and competitiveness.

1.7.2.4 Manufacturing Clusters

1. Gujarat: Known as the "Chemical Capital of India," Gujarat houses the largest chemical manufacturing hub in the country, comprising industrial estates such as Ankleshwar, Vapi, and Ahmedabad. The state specializes in the manufacture of basic chemicals, polymers, fertilizers, and bulk chemicals, leveraging its robust infrastructure, port connectivity, and favourable business environment.
2. Maharashtra: Maharashtra is another prominent hub for chemical manufacturing, particularly specialty chemicals, dyes, and pigments. Cities like Mumbai, Pune, and Thane host numerous chemical companies, research institutions, and industrial parks, playing a important role in the economic development and industrial expansion of the state.

3. Tamil Nadu: Tamil Nadu boasts a diverse chemical industry, encompassing petrochemicals, pharmaceuticals, and specialty chemicals. Manufacturing clusters in Chennai, Coimbatore, and Tirupur focus on textile dyes, colorants, and specialty chemicals, leveraging the state's skilled workforce and supportive infrastructure.

4. Punjab: Punjab is prominent for its pharmaceutical and agrochemical industries, with manufacturing clusters in Ludhiana, Jalandhar, and Amritsar. The state's focus on industrial development and diversification has led to investments in chemical manufacturing, including dyes and pigments, contributing to regional economic growth and employment generation.

1.7.2.5 Export Potential

India is a significant exporter of dyes and pigments, catering to global markets across Asia, Europe, and the Americas. Key Export Destinations: Major export destinations for Indian dyes and pigments include China, Bangladesh, Vietnam, European countries, and the United States, where there is a growing demand for high-quality colorants across various industries.

1.7.2.6 Government Initiatives

According to Mahurkar D., et al. (2021), the Indian government has introduced numerous measures to bolster the expansion and competitiveness of the chemical sector

1. "Make in India" Program: Launched to promote domestic manufacturing and attract foreign investment, this initiative offers incentives, ease of doing business reforms, and infrastructure development support to enhance the competitiveness of Indian industries, including chemicals.

2. Production Linked Incentive (PLI) Schemes: The government provides financial incentives to companies establishing manufacturing facilities for specific chemicals under PLI schemes, aimed at boosting domestic production, exports, and job creation.

3. Focus on Sustainability: Environmental sustainability is an important area of focus, with policies promoting cleaner production technologies, waste minimization practices, and responsible resource management to mitigate environmental impact and ensure long-term sustainability.

4. Infrastructure Development: Investments in infrastructure, including ports, railways, and industrial corridors, improve logistics and connectivity, facilitating the transfer of raw materials and finished products, reducing transportation costs, and enhancing export competitiveness.

These government initiatives establish a supportive atmosphere for the growth and expansion of India's chemical manufacturing, dyes, and pigments industry, fostering innovation, investment, and job creation. However, challenges such as stringent environmental regulations, availability of raw materials, and global competition persist, requiring continuous industry-government collaboration and strategic interventions to address them effectively. By leveraging its strengths, addressing challenges, and capitalizing on emerging opportunities, India can consolidate its position as a leading player in the global chemical manufacturing landscape.

1.7.3 STATE SCENARIO

Maharashtra stands out as a prominent hub in India for the production of chemicals, pigments, and dyes by taking advantage of its substantial market share in the textile industry and its plentiful supply of raw materials. Recent investments, exemplified by Sudarshan Chemical Industries Ltd.'s infusion of Rs 100 crore into its Roha pigments manufacturing facility, underscore the continuous expansion and progress witnessed within the state (Taken from www.omrglobal.com, 2021). The industry is driven by several factors, including:

➢ A strong presence of raw materials: Maharashtra has a rich base of natural resources, including minerals, salts, and oils, which are essential for the production of chemicals, dyes, and pigments.

➢ Well-developed infrastructure: The state has a well-developed industrial infrastructure, including roads, railways, ports, and power supply. This facilitates the transportation of raw materials and finished goods.

➢ Proximity to major markets: Maharashtra is located close to major consuming centres like Mumbai, Pune, and Thane. This proximity to markets reduces transportation costs and makes it easier for manufacturers to satisfy the needs of their clientele.

➢ Supportive government policies: The Maharashtra government has put in place a number of initiatives to support the expansion of the chemical sector. These

policies include providing tax breaks, subsidies, and setting up industrial estates.

1.7.3.1 Manufacturing Clusters in Maharashtra

1. Raigad: Raigad, a prominent hub for pigment production in India, hosts numerous major chemical companies, among them Sudarshan Chemical Industries Ltd. and Neelikon Food Dyes and Chemicals Ltd.

2. Mumbai Metropolitan Region (MMR): A significant centre for the manufacturing of dyes and chemicals is found in the Mumbai Metropolitan Region (MMR), encompassing areas like Thane, Navi Mumbai, and Mumbai. Among the notable companies situated in this area are BASF India Limited, Bayer Limited, and Dow Chemical Company.

3. Pune: Pune is being known as a major centre for speciality chemical production. It hosts several companies involved in the manufacture of pharmaceuticals, paints, and inks.

Maharashtra's chemical manufacturing, dyes, and pigments industry is vital to the state's economy, providing a sizable labour force with both direct and indirect employment opportunities. This industry is anticipated to expand in the foreseeable future, propelled by rising demand from both domestic and international markets.

In summary, the chemical manufacturing, dyes, and pigments industry embody both the essence of contemporary advancement and the hurdles of sustainable growth. Serving as a fundamental component of global manufacturing, its impact on GDP and job creation highlights its economic importance. Especially in India, the sector's expansion fosters innovation and propels industrial development across various areas. Through strategic alliances, technological progress, and a dedication to sustainability, the industry plots a path toward ongoing prosperity. By capitalizing on its strengths and embracing emerging prospects, it can navigate the intricacies of the global marketplace, ensuring a dynamic and sustainable future for future generations.

1.8 COMPANY PROFILE

Sudarshan Chemical Industries Limited, established in 1951 and headquartered in Pune, Maharashtra, stands as a stalwart in India's pigment industry. With over 70 years of

experience, Sudarshan has made a name for itself in the industry by offering premium pigments to a range of sectors, such as coatings, plastics, printing inks, and cosmetics. They provide a wide selection of products, including dispersions and organic, inorganic, and effect pigments, all of which are produced in state-of-the-art facilities under strict international quality standards. Operating in 85 countries globally, Sudarshan remains committed to providing innovative pigment solutions to its esteemed clientele.

1.8.1 VISION

To be amongst the top three pigment players in the world.

1.8.2 MISSION

To be a world class global solution provider with a vibrant and innovative culture.

1.8.3 VALUES

- SEVA (Serve): aiming for exceptional customer experiences and treating all stakeholders with hospitality.
- COURAGE: is encouraged, empowering employees to explore new ideas, speak openly yet respectfully, and address challenges.
- COMMITMENT & PASSION: drive timely delivery and exceeding expectations for internal and external customers.
- RESPECT: encourages respecting different viewpoints, being inclusive, and actively listening.
- TRUST: is foundational, promoting collaboration, integrity, and acting in the organization's best interests.

1.8.4 DIRECTORS' BOARD

At Sudarshan Chemical, the Board of Directors is essential to maintaining the company's long-term prosperity and meeting its legal obligations to shareholders. The board is made up of both executive and non-executive directors, with Mr. Pradeep Rathi serving as chairman and Mr. Rajesh Rathi as managing director.

1.8.5 A COMPREHENSIVE CHRONICLE OF SCIL

Sudarshan Chemical Industries Limited (SCIL) boasts a rich history spanning over seven decades, establishing itself as a leading performer in the global pigment industry. Here's a closer look at their journey:

➢ Early Beginnings (1951-1970s):

- 1951: Founded as a private limited company named "Sudarshan Chemicals Industries Private Limited" in Pune, Maharashtra, India.
- Focus: Primarily manufactured organic and inorganic pigments and intermediates.
- Domestic Market: Catered to the domestic Indian market with a limited product portfolio.

➢ Expansion and Diversification (1980s-1990s):

- 1980: Diversified into the production of pesticides. This move broadened their product range and market reach.
- 1991: Entered the production of a new range of organic pigments, specifically phthalocyanines. This technological advancement was achieved through collaboration with Dainippon Ink & Chemicals, Japan. The Japanese partner not only provided technology but also held a significant stake in the company.
- Manufacturing Expansion: Established production plants in Roha (1980s) and Mahad (1993) to fulfil the expanding need for pigments.
- Focus Shift: Gradually shifted focus towards high-performance pigments catering to automotive coatings and engineering plastics.

➢ Global Presence and Focus on Innovation (2000s-Present):

- 2000s: Continued emphasis on innovation and development of new pigment solutions.
- 2007: In December, Sudarshan established its inaugural wholly-owned foreign subsidiary, Sudarshan Europe BV, with the aim of bolstering its foothold in the European market and establishing direct sales channels.

- 2009: In April, Sudarshan further consolidated its international presence by founding Sudarshan North America, Inc., with the objective of establishing a direct sales presence in the American market.
- Present Day: Sudarshan has become a global leader in colour and effect pigments, supplying products across continents.
- Market Position: Holds the position of the 3rd largest pigment manufacturer worldwide and remains the undisputed leader in the Indian market with a 35% market share (as of FY23) [Source: Screener.in].
- Focus: Keeps a heavy focus on research & development of high-performance pigments that are used in many different sectors.

1.8.6 CORPORATE INFRASTRUCTURE

1.8.6.1 GHO, Pune

The head office of Sudarshan Chemicals in Pune functions as the nerve centre of the company, overseeing critical functions that support its global operations. At this site, corporate leadership, including the CEO and executive team, establish strategic objectives and execute significant decisions. Essential functions such as strategic planning, finance, marketing, sales, human resources, regulatory compliance, research and development, customer support, and supply chain management are centralized. These departments work together seamlessly to guarantee the efficient functioning of Sudarshan, enhancing its standing as a leading provider of pigments and colorants worldwide. For further in-depth details regarding particular departmental positions and initiatives, one can reach out directly to the head office or visit their official website.

1.8.6.2 Research & Development, Sutarwadi

SCIL's R&D department in Sutarwadi, Pune, is essential for promoting innovation and product expansion. Through a customer-centric approach and substantial investment in R&D, they leverage cutting-edge technology to enhance pigment solutions. Their state-of-the-art labs and dedicated team foster innovation through methodologies like creative brainstorming. Emphasizing sustainability and quality, they continuously improve processes to meet industry standards. Collaborations with suppliers and customers drive knowledge exchange, maintaining Sudarshan's leadership in the pigment industry. Considering the Annual Report of FY 2022-23, the last year's

investment of 3,399.4 lakh in R&D underscores their commitment to innovation and client contentment. With over 100 dedicated team members, Sudarshan encourages an innovative culture, ensuring their team stays ahead of the technology curve through comprehensive training programs.

1.8.6.3 Production Plant at Mahad

Sudarshan Chemical's production plant in Mahad is a key site for the company's specialized pigment manufacturing operations, boasting a rich operational history since 1993. Covering over 33 acres, the plant is equipped with state-of-the-art structure to provide large-scale production while maintaining stringent quality control standards. Specializing in blue and green pigments crucial for various industries, alongside effect pigments used for creating unique coatings, the Mahad plant has expanded its capacity to meet growing global demands. Upholding sustainability and safety, Sudarshan prioritizes responsible manufacturing practices at this facility. The factory additionally showcases the company's ongoing endeavours to innovate and enhance quality via research and development. Notably, Sudarshan's dedication to gender equality and diversity is exemplified at the Mahad plant, where female technicians are employed across all shifts, reflecting a gender-neutral hiring policy and promoting inclusivity within the Indian Chemical Industry. Overall, the Mahad production plant stands as a testament to Sudarshan's pursuit of excellence in pigment manufacturing, playing a critical role in the company's supply chain and solidifying its position as a leading global pigment provider.

1.8.6.4 Production Plant at Roha

Sudarshan Chemical's production plant in Roha stands as a testament to their commitment to manufacturing excellence since 1973, covering over 80 acres of land. This world-class facility specializes in the production of various pigment types, including Azo pigments, HPP pigments, Effect pigments, Inorganic pigments, and Dispersions. With a focus on quality and innovation, the Roha plant have a critical role in Sudarshan's supply chain, ensuring the consistent delivery of high-performance pigments to serve the diverse requirements of their customers across industries such as coatings, plastics, inks, and cosmetics.

At Sudarshan Chemical in Roha, a diverse array of departments collaboratively drives the company's operations and innovation. Different departments are:

1. Administration: In charge of supervising the company's daily activities, managing administrative tasks, and providing support to various departments.

2. Azo Production: Focuses on the making of azo compounds, which are vital elements in the manufacturing of pigments and dyes.

3. CSR: Manages Sudarshan Chemicals' initiatives aimed at contributing positively to society and the environment, ensuring sustainable practices and community engagement.

4. EHS (Environment, Health, and Safety): Ensures compliance with environmental regulations, promotes workplace safety, and implements measures to minimize environmental impact.

5. Finance: Handles financial planning, budgeting, accounting, and reporting functions, guaranteeing the security and soundness of the company's finances.

6. HR (Human Resources): Oversees recruitment, employee engagement, training, and growth in order to fulfil the organization's workforce requirements and cultivate a favourable workplace atmosphere.

7. IR (Industrial Relations): Manages relationships among the company and its employees, addressing grievances, negotiations, and ensuring compliance with labour laws.

8. IT (Information Technology): Manages Sudarshan Chemicals' technological infrastructure, including software systems, networks, and cybersecurity measures.

9. Marketing: Creates and carries out marketing plans to draw attention to Sudarshan Chemicals' goods and services, spot market niches, and boost company recognition.

10. Operation Excellence: Focuses on improving operational efficiency, streamlining processes, and implementing best practices to optimize productivity and quality.

11. Organic Pigment: Specializes in the production and development of organic pigments, they are commonly employed in a number of industries, including paints, plastics, and textiles.

12. Process Engineering: Creates and enhances production procedures to guarantee effective production and quality assurance of Sudarshan Chemicals' goods.

13. Procurement: Manages the sourcing and procurement of raw materials, equipment, and services required for Sudarshan Chemicals' operations.

14. Project: Oversees the planning, execution, and management of projects within Sudarshan Chemicals, ensuring timely completion and compliance with requirements.

15. QC (Quality Control): Conducts testing and analysis to maintain quality standards and ensure agreement with regulatory requirements for Sudarshan Chemicals' products.

16. QA (Quality Assurance): Implements and monitors quality assurance systems and procedures to ensure consistency and reliability in Sudarshan Chemicals' products.

17. R & D: Focuses on innovation and product creation, researching new technologies and formulations to enhance Sudarshan Chemicals' product portfolio.

18. Scale Up & Pilot Plant: Before beginning large-scale production, new products and processes are tested and scaled up to ensure viability and efficiency.

19. Troubleshooting: Addresses technical issues and challenges in production processes, implementing solutions to optimize performance and minimize downtime.

20. Utilities and Plant Maintenance: Manages the maintenance and operation of utilities and equipment essential for Sudarshan Chemicals' manufacturing processes.

21. Warehouse & Logistics: Oversees inventory management, storage, and distribution of raw materials and finished products, ensuring efficient supply chain operations.

22. Security Department: They play a pivotal role in safeguarding the company's assets, employees, and infrastructure. Comprising trained professionals, this department implements and oversees security protocols, including access control, surveillance systems, and perimeter monitoring.

1.8.7 PRODUCT PORTFOLIO

Sudarshan Chemical presents a varied product assortment covering organic, inorganic, and special effect pigments, catering to diverse sectors such as coatings, polymers, inks, cosmetics, and beyond. The company's well-regarded brands like Sudaperm, Sudafast, and Sumica enjoy widespread acclaim, symbolizing the quality and dependability of its offerings. Sudarshan Chemical provides an extensive selection of pigments and colour solutions tailored to various sectors.

Here's an in-depth examination of their product portfolio:

1. Carbon-Based Pigments: These carbon-based pigments are well known for their vivid colours. They find wide application in sectors like coatings, printing, and polymers. Sudarshan's carbon-based pigments include:

   - Sudaperm: A series of premium-grade pigments renowned for their exceptional light and resilience to weather.
   - Sudafast: Pigments offering commendable fastness properties, suitable for varied applications.

2. Mineral-Based Pigments: Pigments derived from minerals are utilized in building materials and coatings because they have good coverage and permanence. Sudarshan offers:

   - Sudacolour: A lineup of mineral-based pigments recognized for their superior colour stability and opacity.

3. Visual Effect Pigments: These pigments produce unique visual effects such as pearlescence or metallic sheen and are used in automotive coatings, cosmetics, and specialty inks. Sudarshan's effect pigments comprise:

   - Sumica: Pearlescent pigments imparting a lustrous or sparkling effect to cosmetics and specialty coatings.

4. Premium-Performance Pigments (PPP): PPPs are formulated for applications requiring exceptional colour strength, longevity, and fastness. Sudarshan's PPPs include:

   - Sudatex: Pigments employed in applications necessitating high resistance to light, weather, and chemicals.

5. Pigment Solutions: These are pre-dispersed pigments in liquid form, facilitating ease of use in various formulations. Sudarshan offers:

- Sudaprint: A range of pigment dispersions tailored for the printing sector, ensuring high colour strength and uniformity.

6. Specialized Chemicals: Besides pigments, Sudarshan also produces specialized chemicals catering to specific industry requirements. Sustainability, performance, and innovation are prioritized in the development of each product category to guarantee Sudarshan's continued dominance in the pigment industry.

New Product Launches / Product Innovations in FY 2022-23 (Annual Report of FY 2022-23):

1. Sudaperm (Premium Performance Pigments): Sudaperm's premium line delivers top-quality pigments designed to provide vibrant, long-lasting colour for even the most demanding coatings, plastics, and printing needs. The company introduced the 'New Pigment Violet 23' for use in coatings, plastics, and inks.

2. Sudanyl (Top-tier Pigment Concentrates): Sudanyl represents a series of water-based, binder-free colour concentrates devoid of APEO-based additives. The main use for these pigment dispersions is the in-plant colouring of water-based ornamental paints. Under the Sudanyl brand of premium pigment dispersions for in-plant tinting applications, the company unveiled 11 new products.

3. Sudatherm (Robust, High-performance CICP Pigments): Sudatherm pigments are designed to provide outstanding results in coatings and plastic applications. Three new products were launched by the firm under the Sudatherm brand, which are specifically made for plastics and coatings with high heat resistance and outstanding weather fastness.

4. Sudasol (Premium Solvent Dyes): Sudasol solvent dyes, formulated for plastics applications, offer outstanding solubility coupled with high heat stability, excellent lightfastness, good processing stability, and strong tinting strength.

1.8.8 HUMAN RESOURCES MANAGEMENT

At Sudarshan, developing the potential of our workforce stands as a primary focus, evident in our encouraging work atmosphere and ongoing educational prospects. By

implementing engaging initiatives and thorough training schemes, our goal is to enable our staff to maximize their capabilities. Additionally, our dedication to comprehensive wellness is demonstrated through our advocacy for diversity and inclusivity, fostering a constructive workplace environment that places importance on the health and welfare of each worker.

At Roha plant, there are 1280 staff members employed across 22 different departments. Additionally, the plant engages approximately 2500 contract workers to support various operational activities. These workers contribute to a variety of purposes within the plant, including production, maintenance, logistics, and administration, among others. The diverse workforce comprising both permanent staff and contract workers ensures the seamless functioning of the plant and the successful execution of its manufacturing processes. Sudarshan places significant importance on its human resources, recognizing that its employees are fundamental to its success. Here's an extensive looking of the HR strategies and initiatives at Sudarshan:

1. Global Culture: With a global presence, Sudarshan recognizes the importance of adopting a cohesive global culture. Our culture, encapsulated in the PCe2 model, emphasizes Collaboration, Execution Excellence, Swiftness and Accepting Modification for Revolution. This unique culture, tailored to Sudarshan's values and beliefs, permeates our organization, shaping our social and psychological environment.

2. Employee Engagement: Increasing staff morale and engagement is mostly dependent on regular employee communication and involvement. Our on-boarding program named NEAR- New Employee Assimilation and Reception, is an initiative taken to facilitate smooth transition of new employees into our organization by giving them complete support to understand the organization and start performing in their role, at the earliest.

3. Reward and Recognition: A culture of acknowledging and rewarding employees' aids in retaining and inspiring them to excel, fostering diligence and a culture of meritocracy. Therefore, employee recognition has remained a fundamental aspect of successful management at Sudarshan. We have implemented various procedures that have contributed to retaining our top talent and enhancing overall employee involvement. To promote immediate

recognition and rewards, we have launched the digital platform SUDA SHINE.

4. Employee Well-being and Welfare: At Sudarshan, we lay emphasis on the continuous development of our employees. Our talent management programmes provide training for all employees, including young talent, mid-level executives, and top management. We believe that today's youngsters are the leaders of tomorrow. SUDA NURTURE is an internal job posting program designed to cultivate a culture that prioritizes employee advancement and progress. This initiative fosters a sense of trust that elevates employee involvement and loyalty. We offer support for educational pursuits, medical requirements, and various welfare benefits for our employees.

5. Human Rights Commitment: Sudarshan is dedicated to fostering an exceptional working environment by integrating its core values. The company has implemented a Human Rights Policy effective from January 1, 2021, ensuring a workplace free from harassment, abuse, and unlawful treatment. It also prioritizes safety, health, equitable compensation, equal opportunity, and embraces diversity.

6. Promotion of Diversity: Sudarshan promotes diversity and inclusivity as well as equitable employment opportunities. It is recognized as one of the leaders in the chemical sector, promoting the hiring of women for shop floor positions and people with disabilities.

7. The Sudarshan Learning Academy: It acts as the primary platform for learning and development endeavours at SCIL. Its purpose is to instil a culture of ongoing learning and skill refinement among employees, in line with the organization's strategic goals and principles. The Academy is dedicated to offering a wide array of training initiatives aimed at nurturing technical expertise, behavioural skills, purpose-oriented development, and organizational efficacy.

   Trainings Offered by Sudarshan Learning Academy:

   ➢ Technical: Production Optimization, Supply Chain Management, Quality Assurance, New Technology Adoption.
   ➢ Behavioural: Leadership, Communication, Team Building, Conflict Resolution.

- ➢ Organizational: Management Development, Individual Development Plans, Managerial Skills, Safety, Prevention of Sexual Harassment (POSH).
- ➢ Purpose-Driven: Organizational Culture, Community Engagement, Values Alignment, Personal Growth.

These HR strategies underscore Sudarshan's dedication to its workforce, fostering a supportive and empowering environment that aligns with its broader vision of achieving spiritual fulfilment, social equity, and environmental sustainability.

1.8.9 FINANCIAL STATUS

In the financial report (2022-2023), the income from operations stood at Rs 23,017.32 million or USD 280.14 million. The PBT amounted to Rs 597.47 million or USD 7.27 million, with a PAT of Rs 447.75 million or USD 5.45 million. The equity share capital was Rs 138.51 million or USD 1.69 million, while the net worth reached Rs 8,282.2 million or USD 100.8 million. The net fixed assets, including CWIP (Capital Work in Progress), totalled Rs 11,706.4 million or USD 142.47 million. These numbers (from the Annual Report of FY 2022-23) reflect the company's operational income, profitability, and asset base in both US dollars and Indian rupees. They also display the capital structure and financial results of the business. SCIL's financial standing demonstrates a company with robust profitability while also pinpointing areas for potential enhancement. Here's a detailed information:

- ➢ Market Valuation: Based on the latest data, Sudarshan Chemical boasts a market capitalization of approximately ₹4,302.13 Cr, representing the market's valuation of the company (Taken from *Ticker.finology.in 2024*).
- ➢ Revenue Growth: Despite a challenging input cost environment, the company has witnessed a substantial sales growth of 16.5% YoY, reaching ₹4.93bn. This signifies strong demand for its products and the capacity to expand revenue even amidst adverse market conditions (Result Update. (n.d.), taken from images.assettype.com, 2024).
- ➢ Return on Equity (ROE): Over the past three years, the ROE has averaged around 13.8%, indicating profitability relative to shareholders' equity (Earnings & Revenue Performance. (n.d.), taken from Simply Wall St., 2024).

While this demonstrates the capacity to yield returns on investments, there remains room for improvement compared to industry standards.

Financial Metrics:

➢ Current Ratio: Presently at 1.14 times, indicating the company's capability to fulfil short-term obligations.

➢ Debt Equity Ratio: Standing at 0.99 times, it demonstrates a balanced approach to financing, with nearly equal proportions of debt and equity.

➢ Operating Margin: Currently at 9.15%, there is potential for enhancement to bolster profitability.

➢ Net Profit Margin: At 1.97%, there is an opportunity to optimize net profits from generated revenue.

➢ Return on Capital Employed (ROCE): Reflecting an efficiency of capital utilization in the business, the ROCE stands at 6.08%.

Earnings and Dividends:

➢ Earnings Per Share (EPS): At ₹6.50, indicating profitability on a per-share basis.

➢ Dividend Per Share: At ₹1.50, illustrating the company's commitment to providing value to its shareholders.

These financial insights offer a comprehensive overview of Sudarshan Chemical's financial well-being. While the company exhibits profitability and growth, focusing on refining operational efficiency and profitability could further strengthen its financial position (The provided information is sourced from the website of Sudarshan Chemical Industries Limited).

1.8.10 MARKETING MANAGEMENT

SCIL's marketing approach is comprehensive, encompassing global outreach, brand strength, and innovation (Taken from Sudarshan.com, 2024).

Here's an in-depth examination of each facet:

- International Presence: Sudarshan Chemicals boasts a formidable global presence with operations spanning across more than 85 countries, bolstered

by a robust distribution network underpinned by its overseas subsidiaries. The company strategically positions itself with sales offices in key locations including India, Europe, the USA, Mexico, China, and Japan, ensuring proximity to major markets and facilitating efficient customer engagement. In addition, Sudarshan keeps warehouses in Chicago, Rotterdam, Hong Kong, Mahad, and four other towns in India, which improves its logistical capabilities and allows for quick delivery to clients anywhere in the world.

- Export Markets: The pigments produced by Sudarshan are widely used in a variety of sectors, including paints & coatings, plastics, textiles, and printing inks. These industries are primarily located in Europe, North America, and Mexico. The company is also actively pursuing opportunities for expansion in burgeoning markets like China and South America, recognizing the immense possibility of expansion and market penetration in these regions. Sudarshan's emphasis on global operations, extensive sales infrastructure, and strategic focus on key export markets underscores its commitment to fostering sustainable growth and cementing its position as a leading player in the global pigments industry.

- Brand Recognition: The company's unwavering commitment to quality and excellence has garnered numerous awards and accolades, bolstering its brand image. Honors such as the EEF Global Sustainability Award and the Brands of Maharashtra Award underscore Sudarshan's industry standing. These recognitions not only reinforce customer trust but also attract prospective clients who prioritize sustainability and corporate responsibility.

- Emphasis on Innovation: The core of Sudarshan's growth strategy is innovation. The company expands into new regions and invests in state-of-the-art research and development skills in an effort to become one of the top three producers of pigments worldwide. Sudarshan's commitment to sustainability and satisfying customer needs is reflected in the variety of high-performance pigments they offer, which are designed for long-lasting and brilliant coloration in automotive coatings and engineering plastics.

By integrating these components, Sudarshan's marketing strategy not only fortifies its current market position but also lays the foundation for future advancement and expansion in the pigment industry.

1.8.11 CERTIFICATIONS

Sudarshan Chemical Industries Limited has been recognized and certified by various globally recognized certification agencies. Here are some of the certifications they have obtained:

1. ISO 9001:2015 Quality Management System: This well recognized standard attests to Sudarshan's quality management system's compliance with exacting standards for the caliber of its goods and services. It ensures consistent quality throughout all of their business activities.

2. Cosmetic Ingredient Manufacturing: 2017 EFfCI GMP for Cosmetic Ingredients (European Federation for Cosmetic Ingredients): This accreditation attests to Sudarshan's adherence to the Good Manufacturing Practices (GMP) set forth by the EFfCI in the production of specific cosmetic components, namely Mica-based pigment products and Black Iron Oxide. This guarantees the quality and safety of these ingredients when used to cosmetic formulas.

3. Great Place to Work: Four years of continuous certification as a Great Place to Work.

4. ECOVADIS Certification: Sudarshan is among the top 25% of organizations evaluated by ECOVADIS for their dedication to sustainable and ethical business practices, having received the Silver Medal certification from ECOVADIS.

5. Additionally, they hold memberships in various organizations like, The Indian Chemical Council (ICC), National Safety Council (NSC), and others, which further demonstrates their commitment to high standards in their operations. change to new sentences with bullet point sentences.

1.8.12 MAJOR COMPETITORS

Sudarshan Chemical's competitors list by *The Economic Times* (2024), are:

1. Akshar Chem (India) Ltd. (Gujarat): Specializes in dyes and intermediates for textiles and leather.

2. Asahi Songwon Colours Ltd. (Gujarat): Produces pigments used in inks, plastics, and coatings.

3. Bhageria Industries Ltd. (Mumbai): Manufactures dyes, dye intermediates, and pharmaceuticals.

4. Bodal Chemicals Ltd. (Ahmedabad, Gujarat): One of India's largest producers of dye intermediates and dyestuffs.

5. Kiri Industries Ltd. (Ahmedabad, Gujarat): Focuses on dyes, intermediates, and chemicals for textile, leather, and paper industries.

1.8.13 CURRENT STATUS

Industry Leader: Sudarshan Chemical maintains a prominent place in the pigment sector, ranking as the 3rd largest pigment producer globally. Within India, the corporation commands a remarkable 35% market share as of FY23, affirming its expertise and robust presence in the sector (Screener.in, 2024).

1.8.14 SWOT ANALYSIS

Strengths:

➢ Strong brand recognition and market leadership in India: Having proven itself as a reliable and respected brand in the Indian pigment industry. Its strong market leadership with a 35% market share underscores the company's reputation for quality and reliability.

➢ Diverse product portfolio catering to multiple industries: Paints, plastics, inks, cosmetics, and other sectors are just a few of the many industries that Sudarshan serves with its extensive selection of organic, inorganic, and effect pigments. Because of its diversification, the business is less dependent on any one market niche and is able to take advantage of possibilities in a number of other industries.

➢ Global presence enhances market reach and opportunities for growth: Sudarshan is a global company that supplies its goods to clients on several continents. The company's worldwide presence broadens its market penetration and presents it with a range of various market dynamics and growth prospects.

➢ The emphasis on innovation is pivotal in propelling product development and competitiveness at Sudarshan. The company prioritizes innovation to outpace competitors and address changing customer demands. Through substantial

investments in research and development, Sudarshan consistently innovates to introduce new and enhanced pigment solutions.

Weaknesses:

- ➢ The moderate increase in sales at Sudarshan indicates potential obstacles in increasing its presence in the market. This suggests that the company might encounter difficulties in growing its market share or entering new markets. Possible reasons for this could include heightened competition or a slower-than-expected demand in the market.

- ➢ The diminished return on equity at Sudarshan implies prospects for enhancing profitability. The company's lower return on equity relative to its potential suggests that it might not be fully capitalizing on opportunities to maximize profitability. This could stem from inefficiencies in resource utilization or less-than-optimal operational efficiency.

- ➢ Limited publicly available information on HR practices may hinder comprehensive analysis: The lack of detailed information on Sudarshan's HR practices makes it challenging to assess the effectiveness of its human resource management strategies. Without insights into factors such as employee engagement, retention rates, or talent development initiatives, it's difficult to gauge the company's HR performance.

Opportunities:

- ➢ The rising need for high-quality pigments in industries like automotive, represents potential avenues for revenue expansion for Sudarshan. This growing demand provides Sudarshan with opportunities to leverage this trend and broaden its sources of revenue.

- ➢ Expansion into new markets offers opportunities to diversify revenue streams and mitigate risks: To diversify its revenue streams and lessen its reliance on certain markets or clients, Sudarshan can look into opportunities to join new industry segments or geographic markets.

- ➢ The creation of environmentally friendly and sustainable pigment solutions aligns with shifting consumer tastes and changes in regulations: The increasing focus on sustainability and environmental responsibility presents an opportunity for Sudarshan to develop sustainable and eco-friendly pigment

solutions. By aligning its product offerings with evolving consumer preferences and regulatory requirements, Sudarshan can enhance its competitive position and capture market share.

Threats:

- ➢ Intense competition from global pigment manufacturers requires Sudarshan to maintain its competitive edge: Sudarshan faces competition from global pigment manufacturers, some of which may have greater resources or market presence. This intense competition can put pressure on Sudarshan to innovate, differentiate its products, and maintain competitive pricing.

- ➢ Changes in the prices of raw materials could influence production expenses and profitability for Sudarshan: The company's profitability might be susceptible to fluctuations in the prices of raw materials, especially those crucial for pigment production. Rapid rises in raw material costs can diminish margins and decrease profitability if Sudarshan cannot transfer these expenses to its customers.

- ➢ Stringent environmental regulations may necessitate investments in compliance measures and sustainable practices: Sudarshan operates within an industry that faces rigorous environmental regulations concerning production methods, waste management, and emissions. Adhering to these regulations often necessitates substantial investments in upgrading technology, implementing pollution control measures, and adopting sustainable approaches.

In summary, with a long history spanning more than seven decades, Sudarshan Chemical Industries Limited stands as a beacon of innovation and quality in the pigment business. Sudarshan has cemented its standing as a prominent player in the worldwide pigment production industry by virtue of its steadfast dedication to quality, sustainability, and customer satisfaction. With a diverse product portfolio, extensive global presence, and a robust emphasis on innovation, Sudarshan continues to drive growth and capture market opportunities across various industries. Furthermore, its robust financial results, supported by accreditations from internationally renowned organizations, highlight its adaptability and steadiness in the industry. With its innovative solutions and unrelenting commitment to quality, Sudarshan is well-

positioned to impact the future of the pigment business as it sets out to become one of the top three players worldwide.

1.9 CONCLUSION

In conclusion, this study investigates into the critical realm of human resource development within Sudarshan Chemical Industries Limited (SCIL), recognizing its vital role in organizational success. Through an evaluation of the Executive Development Program (EDP), the research aims to gauge the impact of EDP satisfaction on individual growth, performance, competency and self-efficacy. The study articulates a clear roadmap, outlining objectives that encompass measuring program effectiveness, assessing demographic influences, and providing actionable feedback for program enhancement.

The study adopts a descriptive research framework to explore the program's influence on the performance, development, and confidence levels of Band 4 executives. Data collection encompasses surveys, interviews, and secondary resources, while analytical techniques include percentage analysis, regression analysis, and ANOVA. The utilization of a rigorous research methodology, incorporating descriptive design and statistical analysis methodologies, guarantees a thorough comprehension of the program's effects.

This chapter also explain about the industry profile and company profile. SCIL's rich history and corporate infrastructure provide a solid backdrop, reflecting its obligation to innovation, quality, and global expansion. The company wants to remain one of the leading players in the global pigment market, and programs like the EDP help to create a dynamic and creative culture. In conclusion, this study not only supports SCIL's continuous efforts in HRD but also highlights the company's dedication to quality, innovation, and long-term expansion in the ever-changing pigment market.

CHAPTER – II
REVIEW OF LITERATURE
AND
THEORETICAL
FRAMEWORK

2. REVIEW OF LITERATURE AND THEORETICAL FRAMEWORK

2.1 REVIEW OF LITERATURE

2.1.1 INTRODUCTION

The review of literature underscores the pivotal relevance of EDP satisfaction, EDP effectiveness, and its dimensions within the context of executive development programs. EDP satisfaction emerges as a critical variable, encapsulating employees' perceptions and attitudes towards the program. The literature makes clear that contented participants are more probably to participate fully in the training, which can result in advantageous outcomes including higher learning, better job performance, and increased organizational effectiveness. Therefore, gauging employee job satisfaction (EDP) becomes crucial to determining the success of training programs and pinpointing areas that require improvement to better fulfil the requirements of the staff members and organizational objectives.

Moreover, the dimensions of EDP effectiveness, encompassing individual growth, competency levels, and overall performance, offer a comprehensive framework for evaluating the program's impact. These factors are very important because they offer a detailed picture of how the EDP affects workers' growth and productivity. The literature suggests a positive relationship between EDP satisfaction and effectiveness, with higher levels of satisfaction associated with greater improvements in individual growth, competency levels, and overall performance. Therefore, by comprehensively assessing EDP satisfaction, effectiveness, and its dimensions, organizations can acquire insightful knowledge into the efficacy of their training programs and tailor future initiatives to optimize employee development and organizational success.

2.1.2 LITERATURE REVIEW

Grobler and Van Niekerk (2013), through their study investigated the impact of an Executive Development Programme (EDP) within a paramilitary organization in South Africa, conducted at the University of South Africa. Utilizing quantitative methods, the study likely employed descriptive statistics, inferential tests such as t-tests or ANOVA, regression analysis, and correlation analysis to assess how participation in the EDP

influenced leadership skills, job performance, job satisfaction, and commitment among individuals. Employing questionnaires with a factorial design, the researchers evaluated executive capacities pertaining to organizational and interpersonal dynamics among EDP participants. Their findings highlighted significant improvements in both intra- and interpersonal leadership qualities crucial for management development and organizational leadership. The study supports the efficacy of tailored management development programs in addressing organizational challenges amidst contemporary trends, emphasizing the positive impact of the EDP on enhancing individual-level outcomes within the paramilitary context. The hypothesis posits that the EDP significantly enhances individual outcomes, a conclusion supported by the quantitative analyses conducted.

Huang, W. R. (2019), investigates the pivotal role of job training in fostering job training satisfaction (JTS), which subsequently influences job satisfaction (JS) and job performance. The objective of this research is to delineate how well-structured training programs can enhance JTS, thereby positively impacting JS and performance metrics. The findings reveal that employees who are satisfied with their training experience tend to exhibit higher job satisfaction, which in turn can lead to improved performance and reduced turnover intentions. This study underscores the significance of meticulously designed training activities as a means to bolster employee satisfaction and performance outcomes.

Elnaga and Imran (2013), investigates the relationship between employee performance and training, drawing insights from literature reviews and case studies. Its goal is to analyse methods and theoretical frameworks for staff development and make suggestions for efficient training initiatives. Through an examination of various variables including participant reactions, learning outcomes, behavioural changes, and overall performance impact, the study emphasizes how important training is in improving employee knowledge, skills, and behaviour. It provides a checklist for management to assess performance issues and proposes avenues for future empirical study to validate its assertions. Despite acknowledging challenges in directly establishing a causal link between training and performance, the paper emphasizes the pivotal role of training practices in enhancing workforce productivity and advocates for ongoing exploration and validation of this relationship.

Srinivas K. T., (2012), examines the impact of training initiatives on the efficiency of employees at Karnataka Power Corporation Limited (KPCL). The research aims to ascertain the level of employee satisfaction with these programs and their effectiveness in job performance enhancement. The findings indicate that a significant majority of KPCL staff are content with the training provided, with 72% rating the quality and effectiveness favourably. The study concludes that the training and development programs at KPCL are successful in bolstering employee efficiency, thereby implying a positive correlation between well-structured training programs and improved job performance.

Diamantidis and Chatzoglou (2014), examine how training initiatives affect employees' performance over the medium- to long-term in businesses. They propose an integrated research model considering factors crucial for training transfer, such as training design, trainee self-efficacy, and the work atmosphere, and explore their correlation with operational performance. The study addresses the challenge of training programs often failing to improve worker and organizational performance despite substantial investments. The training programs that were analysed had the goal of improving the knowledge, abilities, and behaviours of the staff members so that they could carry out their everyday tasks more successfully.

The findings show that well-designed training programs and trainees' post-training behaviours and self-efficacy have a significant impact on work performance following training. These findings are corroborated by structural equation modelling that makes use of facts from 126 employees in various Greek firms. It emphasizes the significance of trainee empowerment, supportive work environments, and training program design in raising the efficacy of training. Overall, the study contributes to understanding how training programs can be better structured and implemented to ensure effective knowledge and skill transfer, leading to enhanced employee performance and organizational outcomes.

Riyanto, S. et. al., (2023), in their study includes the key terms and variables such as employee training, competence, job satisfaction, and organizational commitment. The research concludes that employee training and competence are pivotal factors that directly enhance job satisfaction and organizational commitment. Furthermore, these elements also indirectly bolster organizational commitment by improving job

satisfaction. The study also reveals a consequential link where heightened job satisfaction positively influences managerial competence. This indicates that comprehensive training and skill development are instrumental in cultivating a committed and satisfied workforce, which is essential for effective management and organizational success.

Walters and Rodriguez (2019), emphasize how important it is for training and development to support employee performance and appraisal in businesses. They stress that effective employee performance profoundly impacts organizational success and advocate for leaders to recognize the significant influence of training and development in achieving diverse organizational goals, from enhancing morale and engagement to cultivating job-specific competencies. The study emphasizes the worth of methodical methods for evaluating worker performance, taking into account elements like motivational drivers, organizational dynamics, and individual characteristics. By aligning training programs with these influences, organizations can equip their workforce with the skills and aptitudes necessary for success.

Furthermore, the study highlights that training has an influence that goes beyond only imparting knowledge; it also fosters an atmosphere in which workers feel appreciated and involved. This promotes innovation and progress within the organization, which in turn leads to its success. In order to make sure that the investment in staff development produces measurable results, the authors emphasize the significance of assessing training efficacy through rigorous performance reviews. Overall, Walters and Rodriguez offer a thorough investigation of the ways in which employee performance is greatly improved by training and development programs, and they also support the assessment process in organizations. They strongly recommend the implementation of extensive training programs that support an environment of ongoing learning and development and are in line with strategic objectives.

The study by Li, W. C., Tseng, J. M., & Huang, H. S. (2022) investigates the effectiveness of advanced fire prevention and emergency response training for nursing home staff, emphasizing the critical need for disaster preparedness in long-term care facilities. The study examines how staff awareness and self-efficacy are impacted by advanced versus general fire safety training using a quasi-experimental approach with workers from two assisted living facilities. The training aimed to equip staff with

essential concepts of disaster prevention, emergency response, and hazard mitigation, with the purpose of improving their capacity to oversee emergency situations and guarantee resident safety. Results indicate that advanced training significantly improves staff awareness and self-efficacy compared to general training, leading to an enhanced comprehension of fire science concepts and comprehensive introduction of duties and responsibilities. The study underscores the importance of incorporating fire science concepts into training materials to bolster fundamental understanding and enhance learning effectiveness. Overall, the findings highlight the superiority of advanced training in preparing nursing home staff for fire-related emergencies, ultimately contributing to a safer environment for residents and staff.

Asfaw et al. (2015), explores the connection between employee performance and effectiveness and investments made in training and development. The study collected data from 100 employees of the District Five Administration Office through the use of a cross-sectional institutional-based quantitative research approach. The findings demonstrated a positive correlation between training and development and worker effectiveness and performance. Interestingly, company spending on internal training was associated with greater organizational and interpersonal learning practices, which in turn led to improved performance in terms of innovation.

The study highlights the necessity of continuing staff training and development initiatives and stresses the value of employee participation in the formulation, assessment, and identification of training needs. Organizations can cultivate a culture of ongoing learning and skill improvement by carefully allocating resources to training and development programs. This will ultimately improve worker effectiveness and performance. The study emphasizes the importance of learning practices in fostering innovative performance and offers insightful information about how training investments affect organizational outcomes. All things considered, it offers useful advice to companies to maximize employee productivity and organizational success through training and development initiatives.

According to Wachiuri and Makokha (2024), the effect of employee performance on training and development initiatives within the Kiambu County Government in Kenya. Employing a quantitative research approach, the study analyses data from employees involved in training and development initiatives, aiming to elucidate how these

interventions affect employee outcomes, including performance, skills, and knowledge. With specific objectives focused on different training methods and development programs, the research explores various approaches such as workshops, seminars, on-the-job training, and e-learning. It investigates how these initiatives enhance employees' skills, competencies, and career prospects.

The findings highlight significant positive impacts, indicating that effective training positively influences employee performance, resulting in improved task execution and overall productivity. Additionally, training contribute to skill development, allowing employees to handle job responsibilities more effectively, while also enriching their knowledge base with insights into best practices and industry trends. The study establishes a positive relationship between training and employee performance, emphasizing tangible improvements in productivity and job satisfaction for organizations investing in targeted training. Furthermore, it underscores the vital role of development programs in shaping employees' career trajectories and fostering continuous learning and skill development for upward mobility.

Albizu et al. (2019), addresses the usefulness of executive coaching from the viewpoint of the coachee, completing a vacuum in the scholarly literature. Employing Kirkpatrick's evaluation model, it examines the impact of coaching on coachees through responses from 176 executives. Structural modelling reveals the influence of coach, coachee, and coaching process on coachee satisfaction and learning. The study highlights how learning, behaviour modification, and satisfaction are all positively correlated. The variables that were looked at were the following: coaching methodologies, organizational role, technical tools, coachee aspects, coach-coachee connections, and coach traits. Results show that good coaching improves knowledge expansion, skill growth, and performance.

The study suggests practical implications for organizations, advocating for evidence-based coaching practices and informed decision-making. It underscores the pivotal role of coaches in executive coaching effectiveness, highlighting the significance of selecting the right coach, preparing coachees, and providing organizational support. Additionally, it acknowledges the efficacy of online coaching in terms of efficiency and accessibility, contributing valuable insights to both practitioners and academics in the field of executive coaching.

According to Gartner et al. (2022), the effectiveness of an analytics and modelling academy program tailored for senior staff members within NHS Wales. Through feedback questionnaires and self-assessments, participants' reactions and learning experiences were evaluated using Kirkpatrick's training evaluation model. Qualitative feedback highlighted participants' appreciation for the learning and reflections on practical applications. Quantitative assessments demonstrated a statistically noteworthy increase in competence. Participants' performance, skill growth, and knowledge enrichment in mathematical modelling and healthcare analytics were all positively impacted by the program. It emphasizes the necessity of providing senior staff members with specialized training and the possibility that increased competence may result in alterations in behaviour and better healthcare results. Ultimately, the program contributes to analytics-driven healthcare improvement within NHS Wales, offering valuable insights for healthcare organizations aiming to increase their analytics capability and workforce skills.

Smith et al. (2024), delves into the effectiveness of the Ladder4Life training program in enhancing participants' skills and knowledge in health and science. The study evaluated participant engagement, knowledge retention, skill application, and changes in workplace performance, among other training results, using a thorough evaluation technique that included qualitative as well as quantitative methods. The training had a considerable positive impact, as evidenced by the participants' deeper comprehension of science and health-related topics, higher confidence, and enhanced job performance. The program's well-designed curriculum, knowledgeable instructors, and real-world application of academic knowledge are all credited with its success. In addition, participants valued the training material's high caliber and applicability as well as its interesting delivery style. In summary, the assessment underscores the importance of focused training initiatives in the fields of science and health, stressing its pivotal function in cultivating an educated and proficient labour force and eventually enhancing health results.

Thach (2002), studies the efficacy of executive coaching coupled with 360-degree feedback in improving one's leadership abilities. Tracking 281 executives over a six-month coaching program, the research assesses the impact on leadership effectiveness through direct reports and peer feedback. The training aimed to augment leadership capabilities, decision-making skills, and total output. Key variables included executive

coaching, 360-degree feedback, and leadership effectiveness. The findings show a significant improvement in the efficacy of leadership, with productivity gains and enhanced decision-making abilities indicated. According to peers and direct reports, the use of executive coaching in conjunction with 360-degree feedback resulted in a notable improvement in leadership effectiveness of up to 60%. The results support the inclusion of both approaches in executive development programs because they can produce quantifiable improvements in the caliber and effectiveness of leadership.

Sung and Choi (2014), using information from 260 Korean businesses, examine the effect that investments in training and development have on organizational creativity. They discover that investing in internal training has a favourable correlation with organizational and interpersonal learning strategies, which enhances innovation performance. It's interesting to note that while financial support for staff education from outside the company has no impact on learning methods, it negatively affects innovation.

The study emphasizes the value of strategically investing in staff development as a means of promoting creativity and highlights the significance that well-designed training initiatives have in establishing a supportive learning environment. It also emphasizes how important organizational atmosphere is for enhancing learning techniques' beneficial effects on creativity. All things considered; the research offers insightful advice to firms trying to maximize their training tactics in order to spur creativity. It implies that investing in internal training and fostering a culture of learning can boost an organization's capacity for innovation as well as its competitive edge.

2.1.3 CONCLUSION

The literature review emphasizes how important it is for training outcomes to be shaped by the interaction of training satisfaction, individual development, competency improvement, self-efficacy, and demographic characteristics. It demonstrates that contented workers are more inclined to engage in active participation in learning activities, which promotes skill improvement and personal growth. Good training initiatives help employees become more competent while also giving them the tools they need to apply what they've learned to their jobs. Furthermore, research indicates how important trainee self-efficacy is in judging how successful training programs are.

Employee effectiveness is increased when they are confident in their abilities and are more likely to apply newly learned knowledge and skills in their roles.

Furthermore, it is impossible to ignore the impact that demographic variables like age, gender, and educational background have on training results. Organizations can customize training programs to better meet the different needs of their workforce by taking into account these demographic disparities, which will ultimately result in a workforce that is more skilled and flexible. In summary, companies that place a high priority on staff development through thoughtfully planned, tailored training programs will be better able to increase productivity, strengthen competences, and maintain their competitiveness in the fast-paced business world of today.

2.2 THEORETICAL FRAMEWORK

The theoretical framework refers to the conceptual foundation that guides the research or project design. It consists of key concepts, theories, models, or principles from existing literature that provide a framework for understanding and analysing the topic or problem under investigation. It also serves as a lens through which researchers interpret their findings and make connections between diverse facets of the project. It helps to structure the research process, identify relevant variables, and develop hypotheses or research questions. The conceptual structure further advances theory and practice by offering a foundation for contrasting and comparing findings with known information in the field.

2.2.1 VARIABLES OF THE STUDY

This study aims to explore the relationship between two main variables: Employee Development Program (EDP) Satisfaction and EDP Effectiveness. Employees' opinions of the level of satisfaction and fulfilment they receive from taking part in an employee development program are reflected in EDP Satisfaction. It is a crucial indicator of worker support and participation with organizational development programs. On the other hand, EDP Effectiveness gauges how well these initiatives achieve their stated goals, which include raising performance standards, competency levels, and personal development. Understanding how EDP Satisfaction and EDP Effectiveness interact has important implications for improving organizational learning and talent development strategies.

List of Variables and Classification:

➢ Independent Variable: EDP Effectiveness
➢ Dependent Variable: EDP Satisfaction

2.2.1.1 EDP Effectiveness

Effectiveness in training and development refers to how well a program achieves its intended aims and objectives. This could entail improvements in job performance, productivity, knowledge, skills, and capacities, among other desired results. Training and development initiatives that produce measurable improvements in participant performance or organizational outcomes are considered successful because they add positively to the accomplishments of individuals as well as the company.

Noe and Amitabh Deo Koduwani (2018), in their book "Employee Training and Development, 7e", defines training effectiveness as the measure of how training enhances employee performance and skills to contribute to organizational goals. It entails a thorough assessment procedure that takes into account variables including learning new information, improving one's skills, changing one's behaviour, the effect on the business, and return on investment (ROI). Noe emphasizes that in order for training to be effective, work performance must increase and be in line with strategic goals. Effective training is essentially accomplished when staff members pick up new skills and knowledge, use them at work, and improve business outcomes—all of which provide a good return on the organization's investment in training programs.

Effectiveness of the Executive Development Program (EDP) is gauged by its tangible impact on participants' roles at Band 4. This effectiveness is measured across multiple dimensions:

➢ Individual Growth: Assesses how much the program helped participants acquire new skills, knowledge, and abilities that are necessary for their present and future positions. This entails improved leadership, critical thinking, and problem-solving skills.
➢ Overall Performance: Assesses improvements in job performance, such as enhanced task efficiency, better decision-making leading to improved outcomes, and increased productivity.

- ➢ Competency Levels: Focuses on if participants have learned the particular knowledge and abilities required for their Band 4 positions. This involves proficiency in technical skills, mastery of leadership and communication skills, and the ability to apply learned concepts in real-world work scenarios.

- ➢ Self-Efficacy: Evaluates participants' comfort level using newly gained knowledge and abilities in their duties as professionals. This includes confidence in solving complex problems, leading and motivating team members effectively, and making sound decisions.

The ability of the EDP to promote personal development, improve overall job performance, raise competency levels, and increase participants' self-efficacy in their Band 4 jobs is essentially what determines the program's effectiveness.

2.2.1.2 EDP Satisfaction

The degree of contentment, fulfilment, or happiness that participants have with their training program experience is known as training and development satisfaction. It takes into account elements including the caliber of the training material, the efficiency of the teaching strategies, the material's applicability to the participants' jobs, the trainers' assistance, and the participants' opinions of the training as a whole. Training and development satisfaction is essentially the participants' subjective evaluation of how effectively the program fulfilled their needs and expectations.

Schmidt (2007), defines job training satisfaction as the emotional response's individuals have towards various components of the training they undergo for their work. It pertains to the degree of enjoyment or dissatisfaction individuals experience from the organized activities aimed at improving their knowledge, skills, and attitudes necessary for performing a particular job or task efficiently.

EDP satisfaction is multi-dimensional, capturing participants' favourable perceptions and emotions regarding the program. It indicates their confidence in gaining valuable skills and knowledge for proficient job performance, satisfaction with the overall content and delivery, and acknowledgment of well-organized training sessions. Furthermore, satisfaction encompasses meeting expectations for professional development and fostering a greater sense of belonging within the organization. Ultimately, EDP satisfaction encapsulates the comprehensive fulfilment and positive

outcomes resulting from the program's relevance, effectiveness, and influence on participants' professional advancement and integration inside the company.

1.2.2 RELATIONSHIP BETWEEN VARIABLES

Figure 2.1 Relationship between Training Outcomes, Training Satisfaction and Job Performance
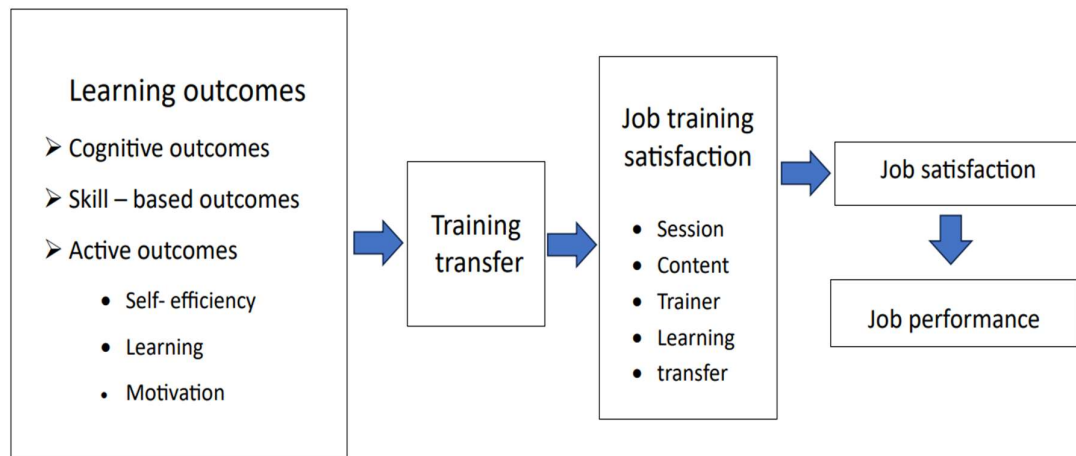
In his study "Job Training Satisfaction, Job Satisfaction, and Job Performance," Wen-Rou Huang (2019), explores the intricate relationships between training outcomes, training satisfaction, and job performance. Training outcomes encompass cognitive (knowledge), skill-based (abilities), and affective (attitudes) outcomes, as well as self-efficacy and learning motivation. Huang posits that when employees are satisfied with their training—taking into account factors such as the content of the sessions and the effectiveness of the trainers—they are more likely to transfer the acquired skills, knowledge, and attitudes to their job roles successfully. This successful transfer leads to higher job satisfaction as employees feel more competent and capable. Subsequently, this heightened job satisfaction translates into improved job performance, thereby establishing a clear and direct connection from effective training outcomes to enhanced job performance, mediated by job satisfaction.

In this study there is a relationship between EDP effectiveness and EDP satisfaction.

➤ Effectiveness driving satisfaction: If the program delivers results (increased skills, better performance), participants see the value and become more satisfied with their investment.

2.2.2.1 Theories Supporting the Relationship

Several theories provide a foundation for the connection between T&D satisfaction and effectiveness:

1. Expectancy Theory: According to Lawler E. E. (1994), the Expectancy Theory, an extension of Vroom's work, suggests that individuals are motivated to engage in behaviours when they believe their efforts will result in valued outcomes. Three essential elements make up this theory: valence, instrumentality, and anticipation. While instrumentality refers to the conviction that performance will bring rewards, expectation relates to people's confidence in their capacity to reach targeted performance levels via their efforts. Valence is a measure of how much people value certain incentives.

   In the context of training satisfaction, effectiveness, individual growth, and performance, Lawler emphasizes that satisfaction with training arises when individuals perceive it as a pathway to improved performance and valued rewards. Training that is effective is defined by its capacity to generate performance that people feel will be rewarded, encouraging them to put their newly learned skills to use. The motivation for personal development comes from the conviction that making improvements will yield worthwhile results. In the end, Lawler emphasizes how crucial it is to match training curricula with individuals' values and expectations in order to boost motivation and happiness, which in turn fosters productive performance and personal development.

2. Goal Setting Theory: Locke E. A. and Latham G. P. (2002), emphasize the significance of setting clear, difficult, and attainable goals in organizational psychology. They contend that while hard goals encourage people to perform to the best of their abilities and commitment guarantees goal attainment, clear goals offer direction and enable progress monitoring. There are several ways in which the idea is relevant to training enjoyment, performance, and personal development. Well-defined objectives enhance trainees' sense of advancement and achievement, whilst precise and demanding objectives motivate efforts and yield superior results. Furthermore, individual growth is facilitated through the pursuit and achievement of goals, fostering skill enhancement and boosting

overall capabilities and self-confidence. Ultimately, Goal Setting Theory underscores the crucial role of well-defined goals in the success of training programs, impacting participant satisfaction, training effectiveness, and personal development.

3. Self-Efficacy Theory: According to Albert Bandura A. (2002), self-efficacy refers to an individual's belief in their ability to perform behaviours required to achieve specific goals. Bandura suggests that self-efficacy beliefs influence people's thoughts, feelings, motivations, and actions. A well-designed training program that emphasizes mastery and accomplishment through engaging activities and clear learning objectives can boost self-efficacy. This increased self-efficacy, in turn, enhances the likelihood of participants effectively applying their acquired skills, leading to greater satisfaction with the training. Moreover, Bandura's theory of self-efficacy emphasizes how important people's perceptions are in determining their actions and results. By promoting a feeling of self-efficacy through tailored training initiatives, organizations can improve individual performance and participant growth and development at the same time. In the end, this will help the company succeed in the long run.

4. Social Exchange Theory: Blau (2017), describes social exchange as a process wherein interactions are driven by the anticipation of rewards and benefits from others, emphasizing reciprocity and mutual advantage rather than strictly economic transactions. Investing in the development of employees creates a culture of reciprocity within the company. Employees who receive support in the form of training and career advancement opportunities are more likely to repay the favour by improving performance, demonstrating greater dedication, displaying positive behaviours, and experiencing lower attrition.

Employees and the company both gain from this mutually beneficial exchange, which improves output, fosters a happy work environment, and advances general success. Additionally, by encouraging a culture that values continual learning and growth, businesses may create a workforce that is adaptable and resilient in the face of change. This will increase the organization's competitiveness in the market. Additionally, employees who grow personally and advance within the organization are more likely to uphold and enhance the company's reputation, which draws in fresh talent.

2.3 CONCLUSION

Examining the link between training and employee outcomes, the literature review highlighted the effectiveness of well-designed programs in boosting satisfaction, skills, and performance. The importance of tailoring training programs to address the specific needs and demographics of the workforce was also emphasized. The established theoretical framework focused on Employee Development Program (EDP) effectiveness and satisfaction, with effectiveness measured by growth, performance, competency, and self-efficacy gains, and satisfaction gauging participants' positive perceptions of the program. Theories like Expectancy Theory supported the connection between these variables, suggesting that effective training leads to satisfaction, which motivates skill application and ultimately fuels performance and development. This combined knowledge underscores the importance of investing in well-designed EDPs to cultivate a skilled, satisfied, and high-performing workforce for a competitive edge.

CHAPTER – III
DATA ANALYSIS
AND
INTERPRETATION
OF DATA

3. DATA ANALYSIS AND INTERPRETATION OF DATA

3.1 INTRODUCTION

Data analysis is a fundamental process encompassing inspection, cleaning, transformation, and modeling of data to extract valuable insights, suggest conclusions, and aid decision-making across diverse fields like business, science, and social sciences. In this study, the analysis commenced by meticulously editing completed questionnaires to ensure completeness and consistency. Subsequently, the data underwent coding to facilitate descriptive analysis, including percentage, correlation, ANOVA and t Test analysis. Statistical software SPSS played a pivotal role in describing the data and assessing its significance, drawing exclusively from primary data sources.

The analysis proceeded through several structured steps. Initially, descriptive analysis quantitatively summarized the characteristics of the collected data, employing percentage analysis to facilitate comparisons and insights. Data from 111 respondents were meticulously gathered, tabulated, and transformed into percentages using MS Excel and SPSS. The findings were interpreted through graphical representations and tabulations, offering clear visual summaries that enhanced the understanding of the results. Throughout the study, rigorous analytical and logical reasoning guided the data examination process, exploring various methodologies such as data mining, text analytics, business intelligence, and data visualization to ensure a comprehensive and robust conclusion.

The analysis of the Employee Development Program (EDP) satisfaction comprises two key components: a percentage breakdown of participant responses and a rigorous statistical investigation. The percentage analysis provides a detailed overview of participant satisfaction levels, individual growth, competency, overall performance, self-efficacy and suggestions from employees. Concurrently, the statistical analysis employs correlation, ANOVA, and t-tests to validate hypotheses concerning the program's impact. Correlation analysis explores relationships between satisfaction levels and EDP effectiveness, while ANOVA and t-tests for significant satisfaction differences among demographic groups or program characteristics.

3.2 PERCENTAGE ANALYSIS

In this section, we analyse the data, presenting it in tabular form and visually representing it with various charts, followed by detailed interpretations.

1. Age

Table 3.1 Age Distribution of Age of Executives

Age	Frequency	Percentage
Below 30	12	10.81
31-36	39	35.14
37-42	36	32.43
43-49	12	10.81
Above 50	12	10.81
Total	**111**	**100**

(Source: Primary Data)

Figure 3.1 Distribution of Age of Executives
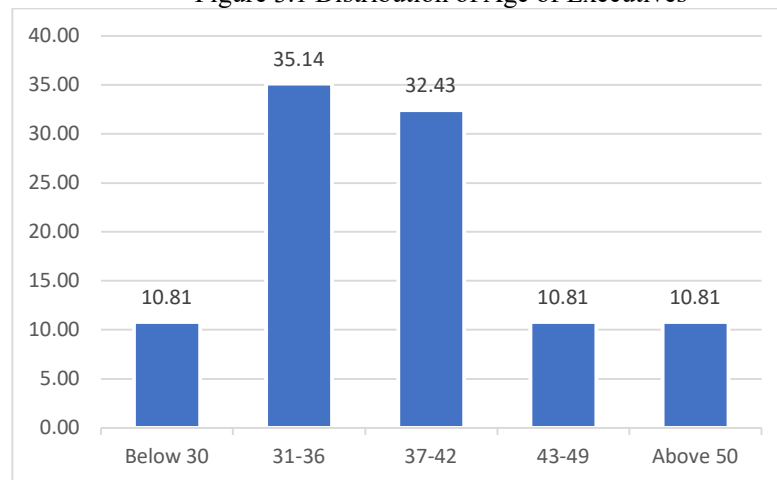
Interpretation

The age distribution of the 111 respondents is as follows: 10.81% are below 30 years old, 35.14% are between 31 and 36 years old, 32.43% fall within the 37 to 42 age range, 10.81% are between 43 and 49 years old, and 10.81% are above 50 years old. This distribution indicates that the majority of respondents are in the 31-36 and 37-42 age brackets, collectively comprising 67.57% of the total sample, reflecting a predominantly middle-aged workforce.

2. Gender

Table 3.2 Gender Distribution of Executives

Gender	Frequency	Percentage
Male	105	94.59
Female	6	5.41
Total	**111**	**100**

(Source: Primary Data)

Figure 3.2 Gender Distribution of Executives
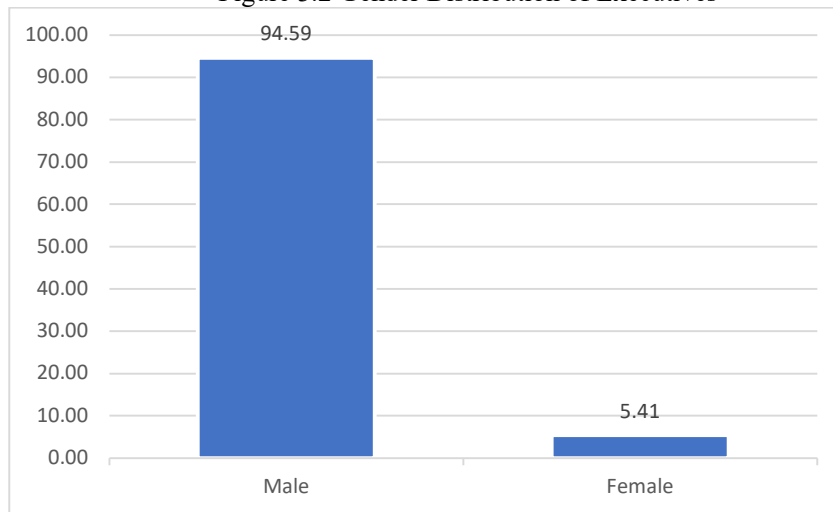
Interpretation

The gender distribution of the 111 respondents shows a significant majority of male participants, comprising 94.59% (105 respondents), while female participants make up only 5.41% (6 respondents). This indicates a predominantly male workforce among the surveyed executives.

3. Education Qualification (Highest Level)

Table 3.3 Educational Qualification Distribution

Education Qualification (Highest Level)	Frequency	Percentage
Graduate Science	51	45.95
Graduate Engineer	15	13.51
Post Graduate in Management	15	13.51
Post Graduate Science	21	18.92
Others	9	8.11
Total	**111**	**100**

(Source: Primary Data)

Figure 3.3 Educational Qualification Distribution
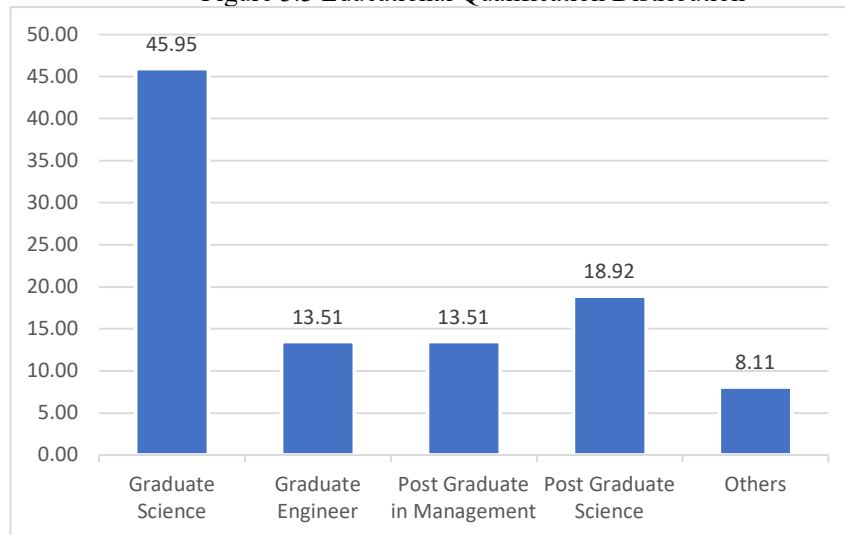
Interpretation

The educational qualifications of the 111 respondents reveal that the majority hold a Graduate Science degree, accounting for 45.95%. This is followed by 18.92% with a Post Graduate Science degree, and both Graduate Engineer and Post Graduate in Management qualifications each representing 13.51%. The remaining 8.11% have other qualifications. This distribution shows a strong representation of science graduates among the respondents.

4. Function/Department

Table 3.4 Function/Department Distribution

Function/Department	Frequency	Percentage
Production	60	54.05
Engineering	9	8.11
People Practices	3	2.70
EHS	3	2.70
SCM Logistics	6	5.41
R & D	12	10.81
Technical Marketing	6	5.41
Others	6	5.41
Sales	3	2.70
QC	3	2.70
Total	**111**	**100**

(Source: Primary Data)

Figure 3.4 Function/Department Distribution
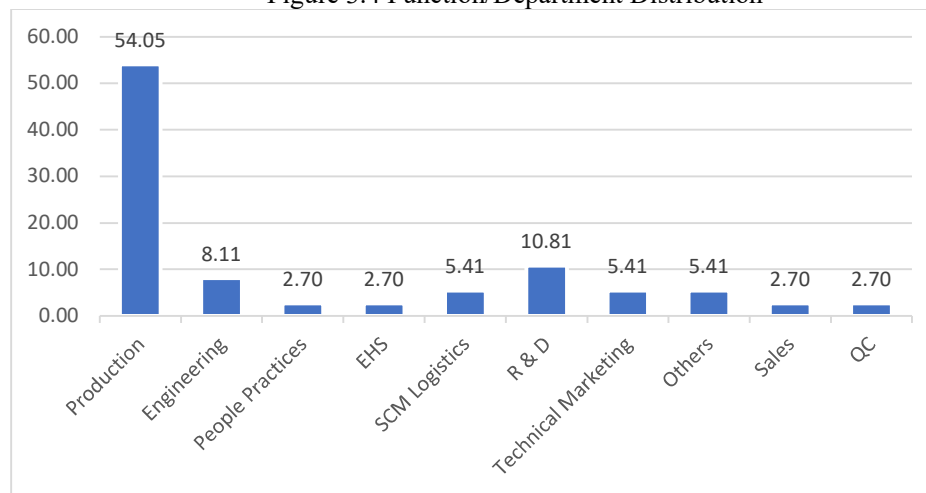
Interpretation

The data on the respondents' functions or departments within SCIL indicates a diverse representation across various roles. Production emerges as the largest function, encompassing 54.05% of the respondents. Following Production, R & D (Research and Development) is notable with 10.81%, and SCM Logistics (Supply Chain Management Logistics) and Technical Marketing each represent 5.41%. Engineering, People Practices, EHS (Environment, Health, and Safety), Sales, and QC (Quality Control) each contribute smaller percentages, while 5.41% are categorized under 'Others'. This distribution underscores the varied roles and responsibilities within the organization, highlighting a significant focus on production-related functions among the surveyed executives.

5. SBU

Table 3.5 Strategic Business Units (SBU) Distribution

SBU	Frequency	Percentage
Azo	39	35.14
B & G	9	8.11
Common	30	27.03
HPP	9	8.11
EP	24	21.62
Total	**111**	**100**

(Source: Primary Data)

Figure 3.5 Strategic Business Units (SBU) Distribution
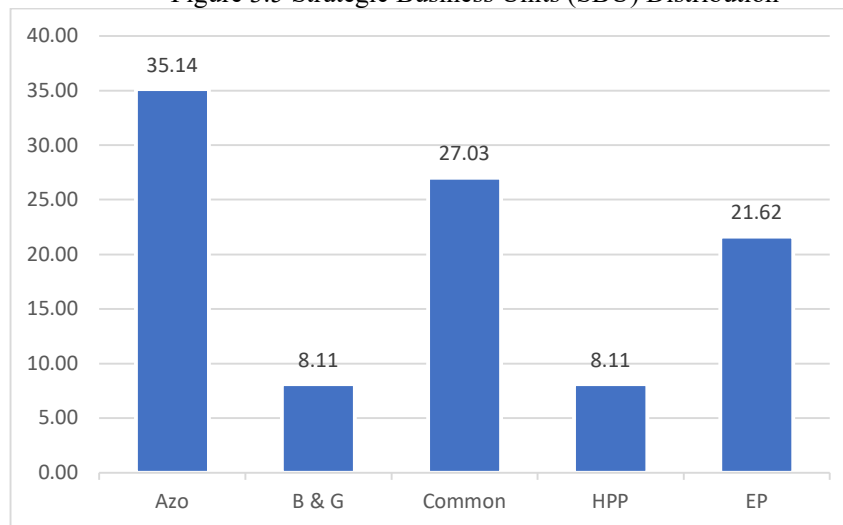
Interpretation

The data regarding Strategic Business Units (SBU) within Sudarshan Chemical Industries Limited reveals a diversified distribution among the 111 respondents. The Azo SBU has the highest representation at 35.14%, followed by the Common SBU at 27.03%. EP (Effect Pigments) accounts for 21.62%, while both B & G (Blues & Greens) and HPP (High-Performance Pigments) each contribute 8.11%. This distribution reflects a balanced presence across various strategic units within the organization, with Azo and Common SBUs leading in terms of respondent affiliation. The findings underscore the strategic focus and operational spread across different business units at Sudarshan Chemical Industries Limited.

6. Location of Work

Table 3.6 Location of Work Distribution

Location of Work	Frequency	Percentage
Roha	81	72.97
Mahad	12	10.81
GHO	3	2.70
Sutarwadi	12	10.81
Sales Office	3	2.70
Total	**111**	**100**

(Source: Primary Data)

Figure 3.6 Location of Work Distribution
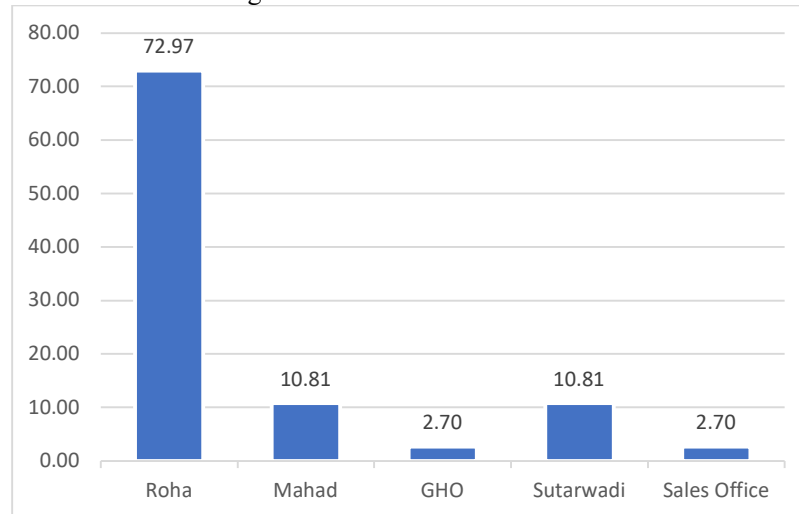
Interpretation

The data regarding the location of work among the 111 respondents at Sudarshan Chemical Industries Limited illustrates a predominant concentration in Roha, with 72.97% of respondents based there. Mahad and Sutarwadi each account for 10.81%, while GHO (Global Headquarters Office) and Sales Office represent smaller percentages at 2.70% each. This distribution indicates that Roha serves as the primary operational hub for a significant majority of the surveyed executives, reflecting the organization's strategic focus and operational footprint in this location. The presence of other locations such as Mahad and Sutarwadi underscores a dispersed but focused operational setup across different sites within the organization.

7. Tenure at Sudarshan Chemical Industries Limited

Table 3.7 Tenure at Sudarshan Chemical Industries Limited

Tenure at SCIL	Frequency	Percentage
More than 10 years	72	64.86
5-10 years	18	16.22
3-5 years	12	10.81
1-3 years	9	8.11
Total	**111**	**100**

(Source: Primary Data)

Figure 3.7 Tenure at Sudarshan Chemical Industries Limited
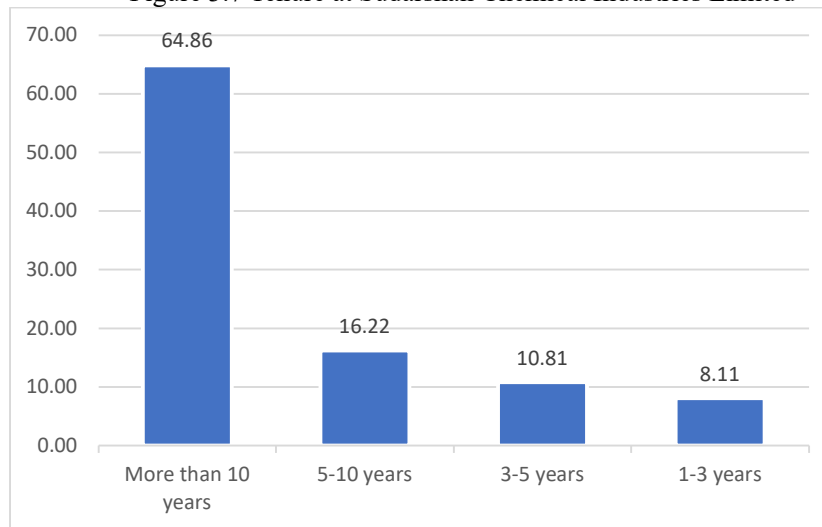
Interpretation

The data on tenure at Sudarshan Chemical Industries Limited (SCIL) reveals a significant proportion of long-term employees among the 111 respondents. Specifically, 64.86% of respondents have been with the company for more than 10 years, indicating a stable and experienced workforce. The 5-10 years tenure bracket represents 16.22%, highlighting a substantial portion of mid-career employees. Additionally, 10.81% have been with SCIL for 3-5 years, while 8.11% have tenure ranging from 1 to 3 years. This distribution underscores the loyalty and experience within the organization, with a majority of respondents having substantial tenure, which likely influences their perspectives on various aspects of the company's operations and development initiatives.

8. Satisfied with EDP for providing valuable skills and knowledge

Table 3.8 Satisfaction with EDP for Providing Valuable Skills and Knowledge

Satisfied with EDP for providing valuable skills and knowledge	Frequency	Percentage
Strongly Agree	78	70.27
Agree	33	29.73
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.8 Satisfaction with EDP for Providing Valuable Skills and Knowledge
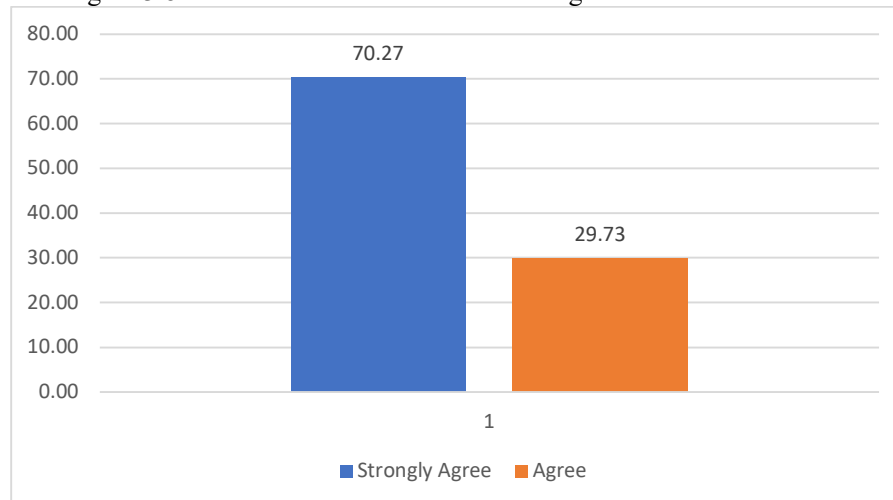
Interpretation

The data represents the satisfaction levels of participants with an EDP (Executive Development Program) in terms of the valuable skills and knowledge it provided. Out of 111 respondents, a significant majority, 78 participants (70.27%), strongly agreed that the program was satisfactory. Additionally, 33 participants (29.73%) agreed with the statement. Notably, there were no responses indicating neutrality, disagreement, or strong disagreement, highlighting unanimous positive feedback from the participants.

9. Satisfied with the overall content and delivery of the EDP modules

Table 3.9 Satisfaction with Overall Content and Delivery of EDP Modules

Satisfaction with overall content and delivery of EDP modules	Frequency	Percentage
Strongly Agree	57	51.35
Agree	48	43.24
Neither Agree nor Disagree	6	5.41
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.9 Satisfaction with Overall Content and Delivery of EDP Modules
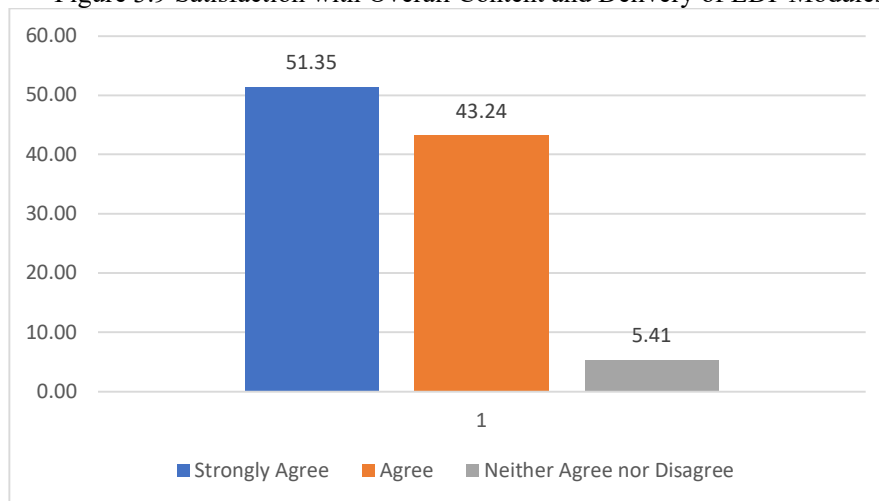
Interpretation

The data illustrates participants' satisfaction with the overall content and delivery of the EDP (Executive Development Program) modules. Out of 111 respondents, 57 participants (51.35%) strongly agreed that they were satisfied, while 48 participants (43.24%) agreed. A small portion, 6 participants (5.41%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating a largely positive reception of the EDP modules.

10. Satisfaction with the Well-Structured and Organized Nature of the EDP Program

Table 3.10 Satisfaction with the Well-Structured and Organized Nature of the EDP Program

Satisfaction with the Well-Structured and Organized Nature of the EDP Program	Frequency	Percentage
Strongly Agree	60	54.05
Agree	51	45.95
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.10 Satisfaction with the Well-Structured and Organized Nature of the EDP Program
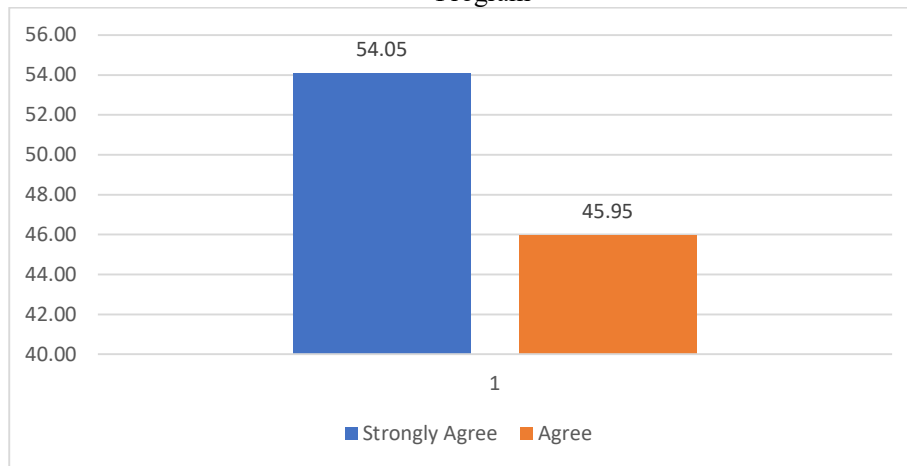
Interpretation

The data reflects participants' satisfaction with the well-structured and organized nature of the EDP (Executive Development Program). Out of 111 respondents, 60 participants (54.05%) strongly agreed that the program was well-structured and organized, while 51 participants (45.95%) agreed. Notably, there were no responses indicating neutrality, disagreement, or strong disagreement. This indicates unanimous positive feedback regarding the program's structure and organization.

11. Satisfaction with EDP Addressing Professional Development Needs

Table 3.11 Satisfaction with EDP Addressing Professional Development Needs

Satisfaction with EDP Addressing Professional Development Needs	Frequency	Parentage
Strongly Agree	66	59.46
Agree	33	29.73
Neither Agree nor Disagree	12	10.81
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.11 Satisfaction with EDP Addressing Professional Development Needs
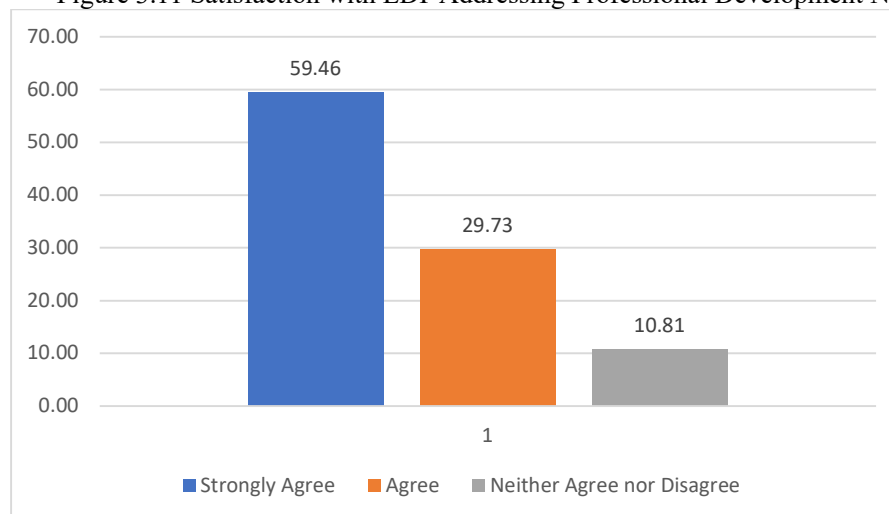
Interpretation

The data highlights participants' satisfaction with how well the EDP (Executive Development Program) addressed their professional development needs. Out of 111 respondents, 66 participants (59.46%) strongly agreed that the program met their professional development needs, while 33 participants (29.73%) agreed. A smaller portion, 12 participants (10.81%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, showing overall positive feedback on the program's effectiveness in addressing professional development.

12. Enhanced Sense of Belonging and Satisfaction Due to EDP Program

Table 3.12 Enhanced Sense of Belonging and Satisfaction Due to EDP Program

Enhanced Sense of Belonging and Satisfaction Due to EDP Program	Frequency	Percentage
Strongly Agree	60	54.05
Agree	48	43.24
Neither Agree nor Disagree	3	2.70
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.12 Enhanced Sense of Belonging and Satisfaction Due to EDP Program
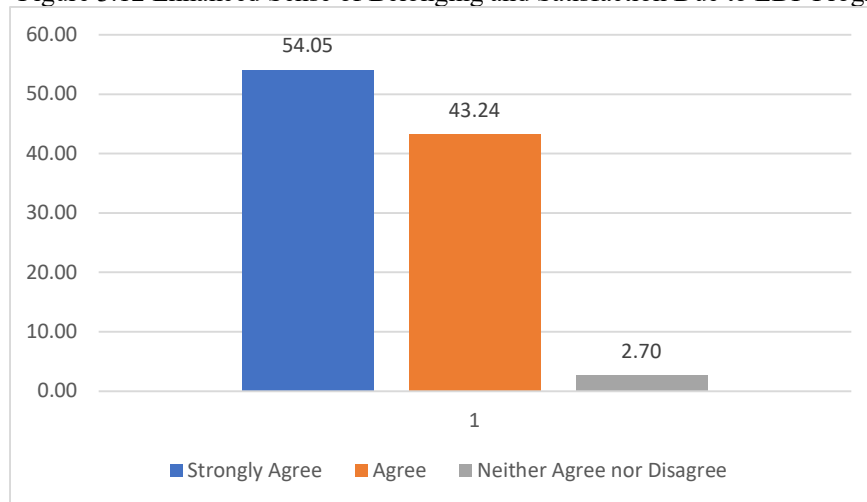
Interpretation

The data demonstrates participants' enhanced sense of belonging and satisfaction as a result of the EDP (Executive Development Program). Out of 111 respondents, 60 participants (54.05%) strongly agreed that the program enhanced their sense of belonging and satisfaction, while 48 participants (43.24%) agreed. A small number, 3 participants (2.70%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating overwhelmingly positive feedback on the program's impact on participants' sense of belonging and satisfaction.

13. EDP increased the understanding of root cause analysis and capable me for applying them in solving problems.

Table 3.13 Perception of Increased Knowledge of Root Cause Analysis and Application

Increased knowledge of root cause analysis and application	Frequency	Percentage
Strongly Agree	63	56.76
Agree	48	43.24
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.13 Perception of Increased Knowledge of Root Cause Analysis and Application
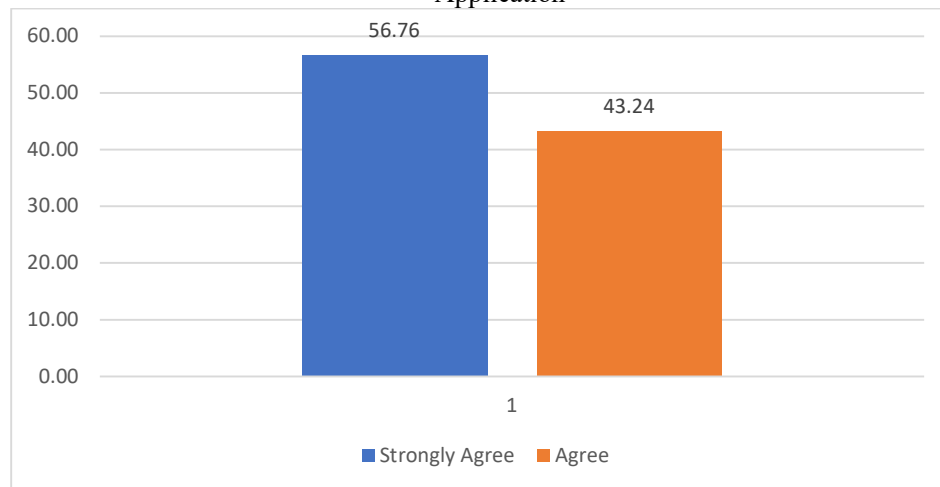
Interpretation

The data shows the impact of the EDP (Executive Development Program) on participants' knowledge of root cause analysis and its application. Out of 111 respondents, 63 participants (56.76%) strongly agreed that their knowledge had increased, while 48 participants (43.24%) agreed. There were no responses indicating neutrality, disagreement, or strong disagreement. This indicates unanimous positive feedback, with all participants acknowledging an increase in their knowledge of root cause analysis and its application due to the program.

14. The EDP enhanced the knowledge of pigment application

Table 3.14 Perception of EDP Enhancing Knowledge of Pigment Application

EDP enhancing knowledge of pigment application	Frequency	Percentage
Strongly Agree	48	43.24
Agree	51	45.95
Neither Agree nor Disagree	12	10.81
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.14 Perception of EDP Enhancing Knowledge of Pigment Application
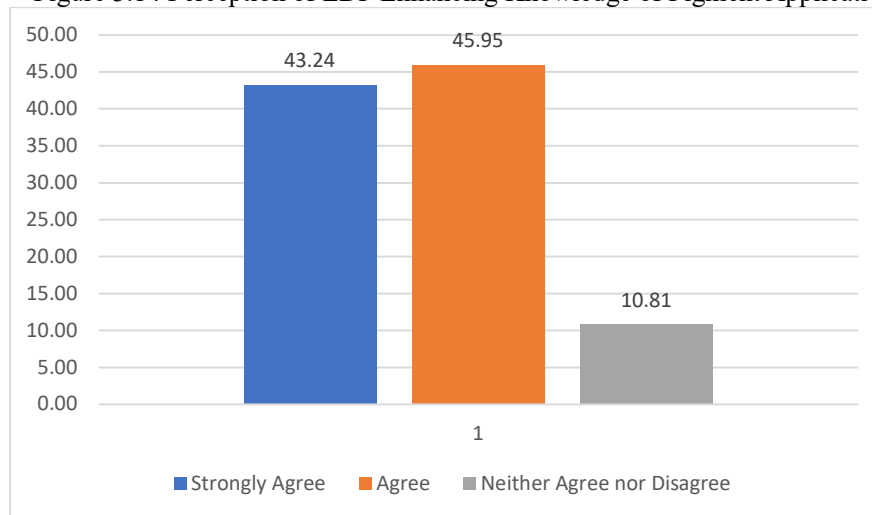
Interpretation

The data reflects participants' views on the EDP (Executive Development Program) enhancing their knowledge of pigment application. Out of 111 respondents, 48 participants (43.24%) strongly agreed that their knowledge was enhanced, while 51 participants (45.95%) agreed. A smaller portion, 12 participants (10.81%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating generally positive feedback with the majority acknowledging an enhancement in their knowledge of pigment application due to the program.

15. After the EDP, you can effectively delegate tasks and guide your team to manage workload and meet deadlines

Table 3.15 Effectiveness in Delegating Tasks and Guiding Team to Meet Deadlines Post-EDP

Effectiveness in delegating tasks and guiding team to meet deadlines post-EDP	Frequency	Percentage
Strongly Agree	66	59.46
Agree	39	35.14
Neither Agree nor Disagree	6	5.41
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.15 Effectiveness in Delegating Tasks and Guiding Team to Meet Deadlines Post-EDP
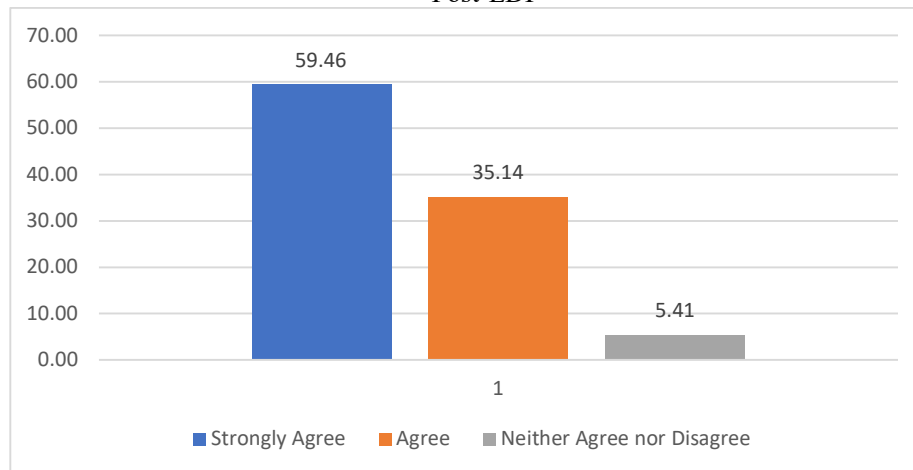
Interpretation

The data assesses the EDP's (Executive Development Program) effectiveness in improving participants' ability to delegate tasks and guide their team to meet deadlines. Out of 111 respondents, 66 participants (59.46%) strongly agreed that their effectiveness had improved, while 39 participants (35.14%) agreed. A small number, 6 participants (5.41%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating a predominantly positive impact on participants' delegation and team guidance skills post-EDP.

16. "Art of Living" sessions positively impacted your well-being and stress management

Table 3.16 Impact of "Art of Living" Sessions on Well-being and Stress Management

Impact of "Art of Living" sessions on well-being and stress management	Frequency	Percentage
Strongly Agree	63	56.76
Agree	42	37.84
Neither Agree nor Disagree	6	5.41
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.16 Impact of "Art of Living" Sessions on Well-being and Stress Management
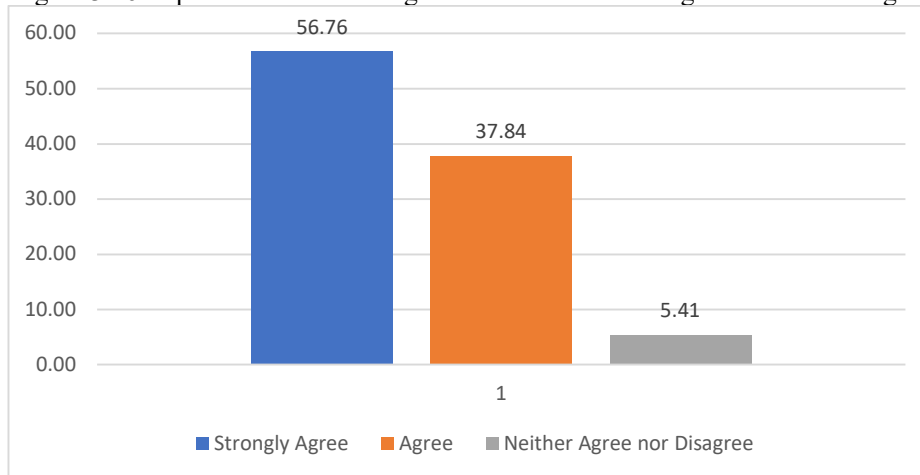
Interpretation

The data highlights the impact of the "Art of Living" sessions on participants' well-being and stress management. Out of 111 respondents, 63 participants (56.76%) strongly agreed that the sessions positively impacted their well-being and stress management, while 42 participants (37.84%) agreed. A small portion, 6 participants (5.41%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating a generally positive reception of the "Art of Living" sessions in enhancing well-being and managing stress.

17. I am more equipped to manage changes in my roles.

Table 3.17 Perception of Being More Equipped to Manage Changes in Roles after EDP

Being more equipped to manage changes in roles after EDP	Frequency	Percentage
Strongly Agree	60	54.05
Agree	51	45.95
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.17 Perception of Being More Equipped to Manage Changes in Roles after EDP
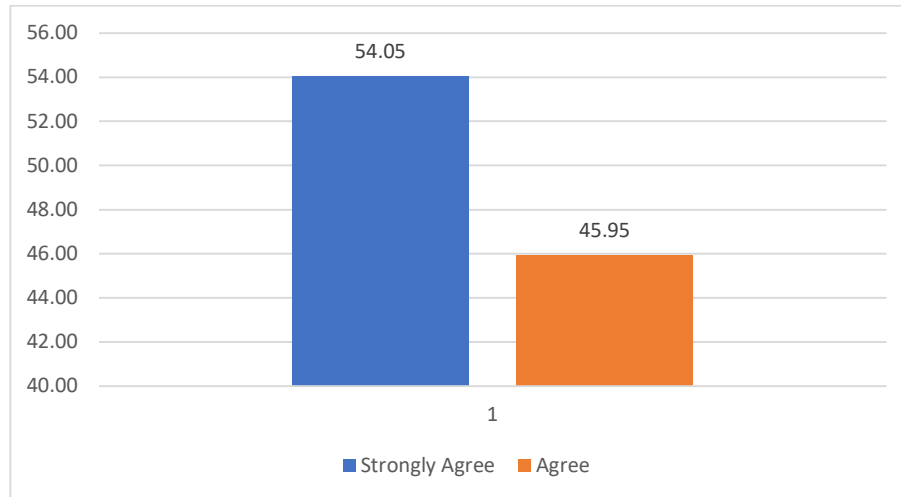
Interpretation

The data shows participants' views on being more equipped to manage changes in their roles after completing the EDP (Executive Development Program). Out of 111 respondents, 60 participants (54.05%) strongly agreed that they felt more equipped, while 51 participants (45.95%) agreed. There were no responses indicating neutrality, disagreement, or strong disagreement. This indicates unanimous positive feedback, with all participants feeling better prepared to manage role changes post-EDP.

18. Performance or Effectiveness improved after EDP

Table 3.18 Perception of Improved Performance or Effectiveness after EDP

Improved performance or effectiveness after EDP	Frequency	Percentage
Strongly Agree	66	59.46
Agree	42	37.84
Neither Agree nor Disagree	3	2.70
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.18 Perception of Improved Performance or Effectiveness after EDP
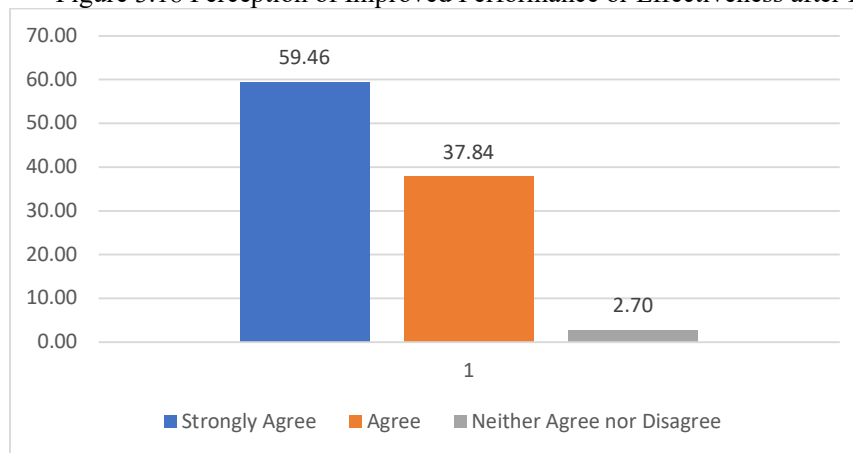
Interpretation

The data illustrates the perceived impact of the EDP (Executive Development Program) on participants' performance or effectiveness. Out of 111 respondents, 66 participants (59.46%) strongly agreed that their performance or effectiveness had improved post-EDP, while 42 participants (37.84%) agreed. A small number, 3 participants (2.70%), neither agreed nor disagreed. Importantly, there were no responses indicating disagreement or strong disagreement, indicating overwhelmingly positive feedback regarding the program's impact on enhancing participants' performance or effectiveness.

19. EDP have contributed to achieving your personal goals

Table 3.19 Perception of EDP Contributing to Achieving Personal Goals

EDP contributing to achieving personal goals	Frequency	Percentage
Strongly Agree	72	64.86
Agree	36	32.43
Neither Agree nor Disagree	3	2.70
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.19 Perception of EDP Contributing to Achieving Personal Goals
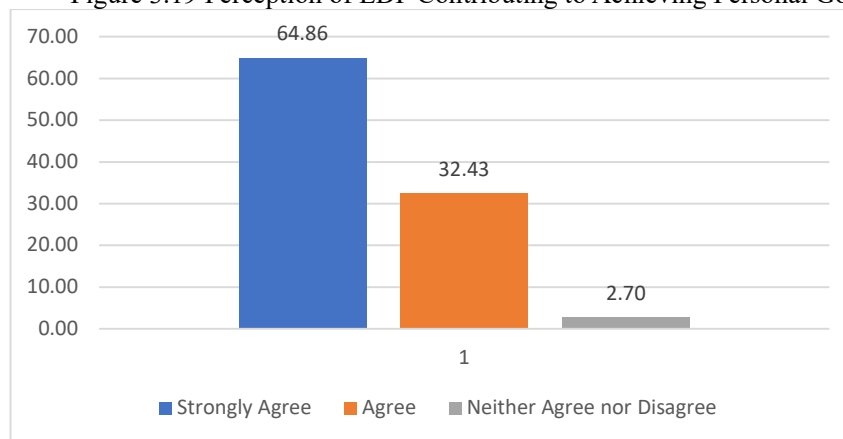
Interpretation

The data demonstrates participants' perceptions of how the EDP (Executive Development Program) contributes to achieving their personal goals. Out of 111 respondents, 72 participants (64.86%) strongly agreed that the program helped them achieve their personal goals, while 36 participants (32.43%) agreed. A small number, 3 participants (2.70%), neither agreed nor disagreed. There were no responses indicating disagreement or strong disagreement, indicating widespread positive feedback regarding the program's effectiveness in assisting participants in achieving their personal goals.

20. Community Learning Circles can facilitate the application of learning on your job and enhance your competency going forward.

Table 3.20 Perception of Community Learning Circles Facilitating Learning Application

Community Learning Circles (CLC) facilitating learning application	Frequency	Percentage
Strongly Agree	42	37.84
Agree	54	48.65
Neither Agree nor Disagree	15	13.51
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.20 Perception of Community Learning Circles Facilitating Learning Application
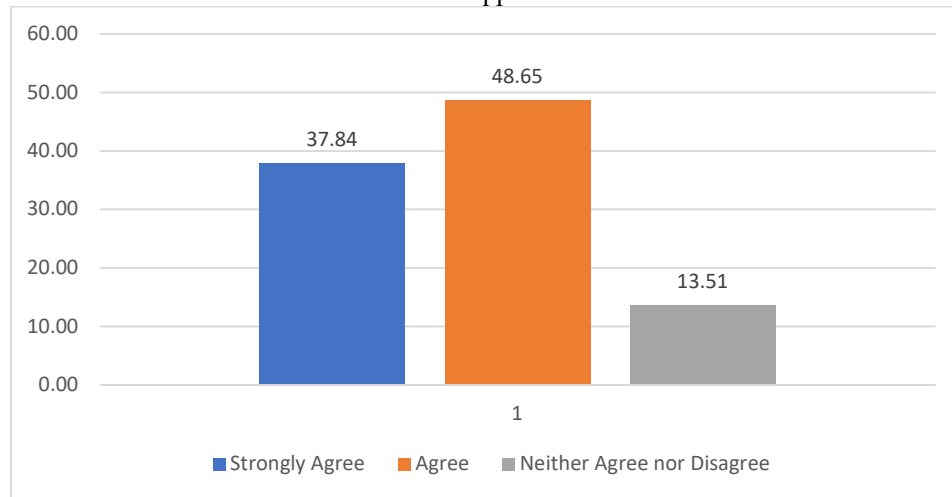
Interpretation

The data reveals participants' views on Community Learning Circles (CLCs) and their role in facilitating the application of learning. Out of 111 respondents, 42 participants (37.84%) strongly agreed that CLCs effectively facilitated learning application, while 54 participants (48.65%) agreed. A minority, 15 participants (13.51%), neither agreed nor disagreed. Notably, there were no responses indicating disagreement or strong disagreement, indicating a positive consensus among participants regarding the beneficial role of CLCs in applying learning outcomes.

21. Confident in communicating clearly and concisely with colleagues and superiors

Table 3.21 Confidence in Communicating Clearly and Concisely after EDP

Confidence in communicating clearly and concisely after EDP	Frequency	Percentage
Strongly Agree	69	62.16
Agree	42	37.84
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.21 Confidence in Communicating Clearly and Concisely after EDP
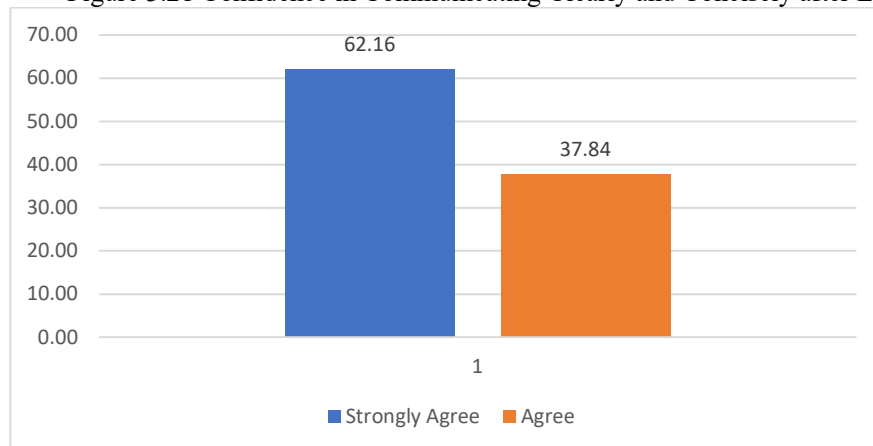
Interpretation

The data illustrates participants' confidence in communicating clearly and concisely following completion of the EDP (Executive Development Program). Out of 111 respondents, 69 participants (62.16%) strongly agreed that their confidence had improved, while 42 participants (37.84%) agreed. There were no responses indicating neutrality, disagreement, or strong disagreement. This indicates overwhelming positive feedback, with all participants acknowledging an enhancement in their ability to communicate clearly and concisely after participating in the EDP.

22. Confident in planning and organizing the work, including resource allocation

Table 3.22 Confidence in Planning and Organizing Work, Including Resource Allocation

Confidence in planning and organizing work, including resource allocation	Frequency	Percentage
Strongly Agree	78	70.27
Agree	33	29.73
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.22 Confidence in Planning and Organizing Work, Including Resource Allocation
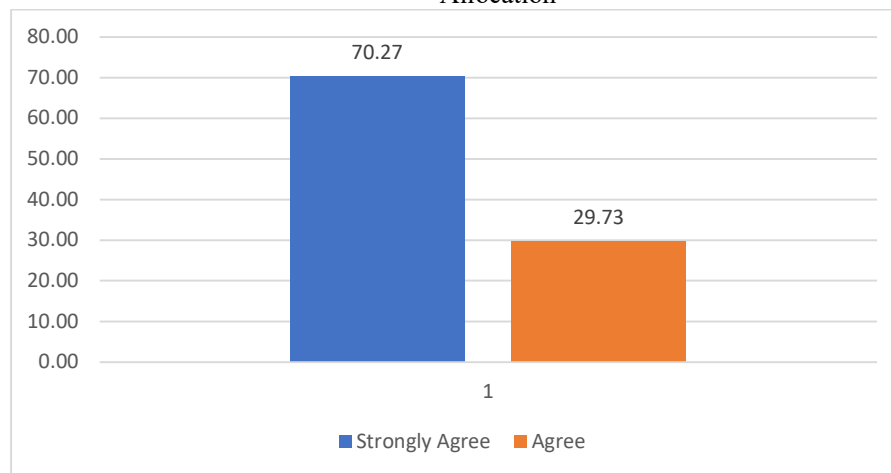
Interpretation

The data reflects participants' confidence in planning, organizing work, and allocating resources after completing the program. Out of 111 respondents, 78 participants (70.27%) strongly agreed that their confidence in these areas had improved, while 33 participants (29.73%) agreed. There were no responses indicating neutrality, disagreement, or strong disagreement. This indicates a strong consensus among participants regarding the positive impact of the program on their ability to effectively plan, organize tasks, and allocate resources.

23. Confident in taking on new challenges and responsibilities within my role

Table 3.23 Confidence in Taking on New Challenges and Responsibilities

Confidence in taking on new challenges and responsibilities	Frequency	Percentage
Strongly Agree	72	64.86
Agree	39	35.14
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.23 Confidence in Taking on New Challenges and Responsibilities
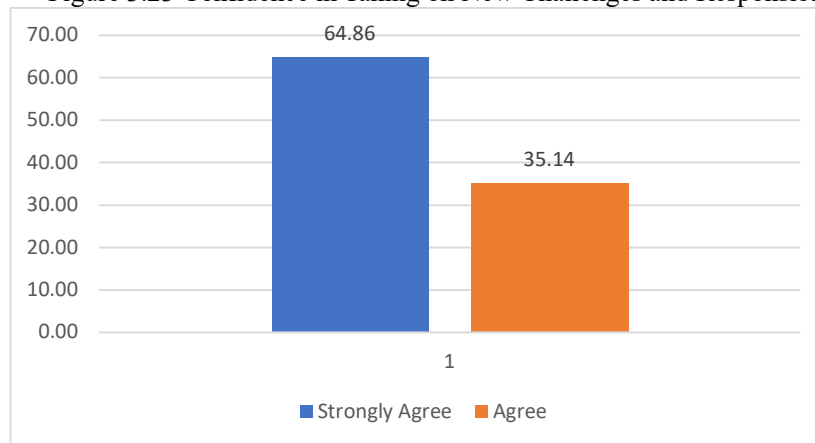
Interpretation

The data reveals participants' confidence levels in taking on new challenges and responsibilities following the program. Out of 111 respondents, 72 participants (64.86%) strongly agreed that their confidence had increased, while 39 participants (35.14%) agreed. There were no responses indicating neutrality, disagreement, or strong disagreement. This indicates widespread positive feedback among participants regarding the program's effectiveness in enhancing their readiness to embrace new challenges and responsibilities.

24. The EDP increased my belief in my ability and confidence to perform my duties and apply what I learned in the EDP

Table 3.24 Confidence in Ability and Confidence Boost after EDP

Confidence in ability and confidence boost after EDP	Frequency	Percentage
Strongly Agree	81	72.97
Agree	30	27.03
Nether Agree nor Disagree	0	0
Disagree	0	0
Strongly Disagree	0	0
Total	**111**	**100**

(Source: Primary Data)

Figure 3.24 Confidence in Ability and Confidence Boost after EDP
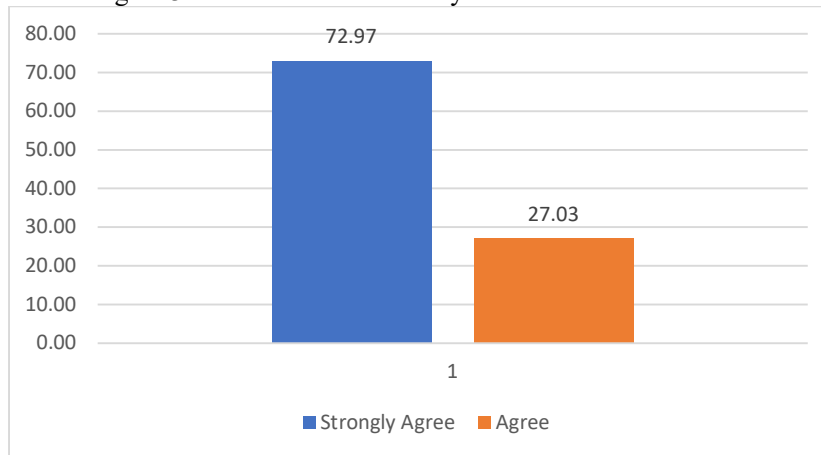
Interpretation

The data indicates participants' confidence in their abilities and the confidence boost they experienced after completing the EDP (Executive Development Program). Out of 111 respondents, a significant majority of 81 participants (72.97%) strongly agreed that their confidence had been significantly boosted. Additionally, 30 participants (27.03%) agreed with this sentiment. Importantly, there were no responses indicating neutrality, disagreement, or strong disagreement. This overwhelmingly positive feedback highlights the program's success in enhancing participants' self-assurance and belief in their capabilities.

25. Have you encountered any challenges or obstacles in applying the learnings from the EDP in your work? If yes, please rank the options based on their impact

Table 3.25 a. Encounter Challenges or Obstacles in Applying EDP Learnings

Encounter challenges or obstacles in applying EDP learnings	Frequency	Percentage
Yes	36	32.43
No	75	67.57
Total	**111**	**100**

(Source: Primary Data)

Figure 3.25 a. Encounter Challenges or Obstacles in Applying EDP Learnings
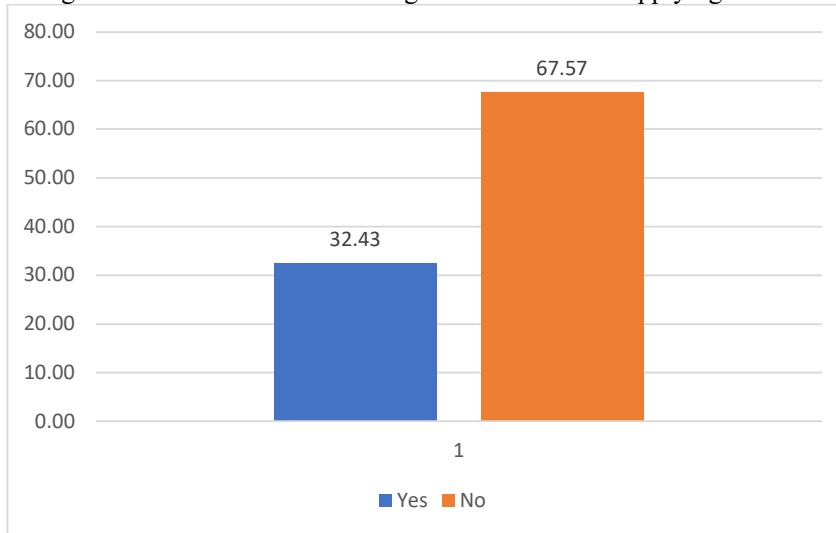
Table 3.25 b. Challenges or Obstacles in Applying EDP Learnings

Challenges/ Obstacles	Weights & Ranks						Total (Weight* Rank)	Rank Based on the Value
	W. 6	W. 5	W. 4	W. 3	W. 2	W. 1		
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6		
Lack of support from Manager	0	0	3	3	3	3	**30**	**Rank 4**
Inadequate resources for effective implementation	6	0	0	3	3	0	**51**	**Rank 3**
Resistance from colleagues or peers	0	0	0	6	6	0	**30**	**Rank 4**
Self-doubt about ability to use new skills	0	0	3	0	0	6	**18**	**Rank 5**
Time constraints	3	9	6	0	0	3	**90**	**Rank 1**
Others	9	0	0	0	0	0	**54**	**Rank 2**

(Source: Primary Data)

Figure 3.25 b. Challenges or Obstacles in Applying EDP Learnings
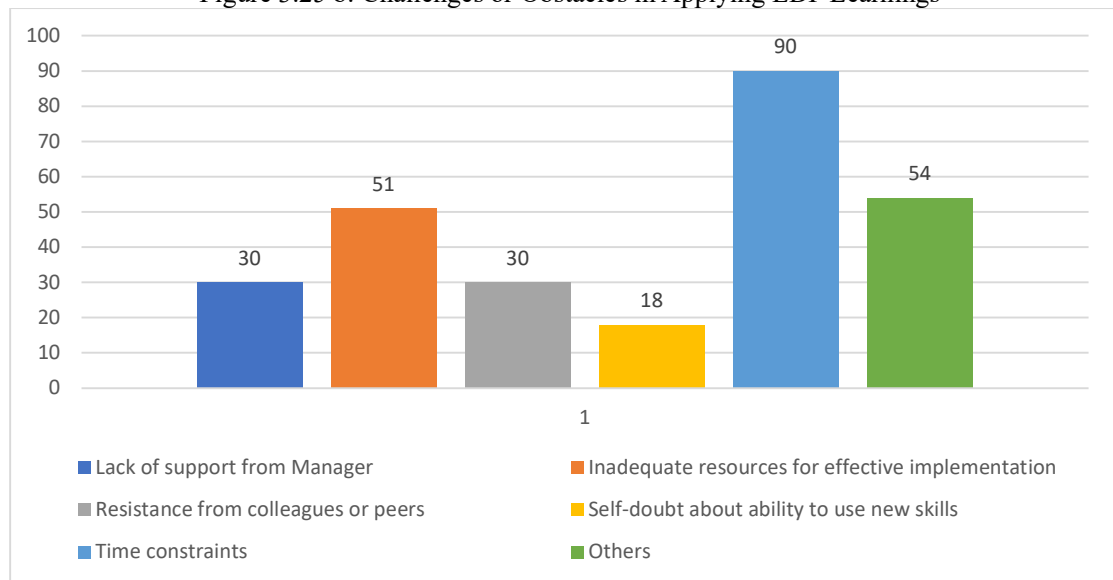
Interpretation

The data from 111 respondents in the Executive Development Program (EDP) reveals that 32.43% encountered challenges while applying their learnings, while 67.57% did not. Time constraints emerged as the most significant obstacle, given its weight of 90,

followed closely by inadequate resources, which ranked second with a weight of 51. Other unspecified challenges collectively ranked third with a weight of 54. Both lack of managerial support and resistance from colleagues tied for fourth place with a weight of 30 each, underscoring interpersonal and organizational barriers. Self-doubt about skill application ranked fifth at 18, reflecting personal confidence issues. These findings highlight the critical challenges participants face in implementing EDP learnings, emphasizing the need for supportive environments and resource allocation to maximize effectiveness.

3.3 STATISTICAL ANALYSIS

In order to effectively organize and analyse information, statistical analysis is essential in research since it helps to transform unstructured data into useful insights. Several statistical techniques are used in this study to evaluate the efficacy of SCIL's Executive Development Program (EDP). The relationship between employee satisfaction with the EDP and perceived efficacy is measured using correlation analysis, which helps to spot trends and direct future developments. The impact of demographic variables including age, education, and tenure on satisfaction levels is evaluated using an ANOVA (Analysis of Variance), which reveals substantial group differences. T-tests are also used to compare the satisfaction ratings of male and female employees in order to identify gender-based disparities. The Statistical Package for the Social Sciences, or SPSS, is the flexible program used for these analyses. It is an indispensable tool for precise and effective data analysis.

3.3.1 OVERALL MEAN ANALYSIS OF EDP EFFECTIVENESS

We check the overall effectiveness of EDP by the Mean analysis.

Table 3.26 Overall Mean Analysis of EDP Effectiveness

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall Mean Effectiveness	111	3.67	5.00	4.5518	0.44524
Valid N (listwise)	111				

Interpretation

The descriptive statistics provided indicate the analysis of overall mean effectiveness based on a sample size of 111 observations. The data ranges from a minimum score of 3.67 to a maximum score of 5.00, with a mean effectiveness score of 4.5518 and a standard deviation of 0.44524. This suggests that, on average, the respondents rated the effectiveness of whatever was being measured quite high, as evidenced by the mean score approaching the upper end of the scale (5.00). The relatively low standard deviation indicates that the responses were clustered closely around the mean, implying a high level of agreement among respondents regarding effectiveness.

3.3.2 OVERALL MEAN ANALYSIS OF EDP SATISFACTION

We check the overall satisfaction of EDP by the Mean analysis.

Table 3.27 Overall Mean Analysis of EDP Satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Overall Mean Satisfaction	111	3.40	5.00	4.5405	0.46444
Valid N (listwise)	111				

Interpretation

The descriptive statistics provided summarize the overall mean satisfaction score based on data from 111 respondents. The scores range from a minimum of 3.40 to a maximum of 5.00, with a mean score of 4.5405 and a standard deviation of 0.46444. This suggests that, on average, respondents reported high satisfaction levels, with relatively little variability around the mean score. The valid sample size of 111 indicates that all respondents provided complete data for this analysis.

3.3.3 CORRELATION ANALYSIS

Correlation analysis is done to check whether there is a significant relationship between EDP effectiveness and EDP Satisfaction (Hypothesis 1).

Table 3.28 a. Descriptive Statistics of Correlation Analysis

Descriptive Statistics			
	Mean	Std. Deviation	N
Mean Satisfaction	4.5405	0.46444	111
Mean EDP Effectiveness	4.5518	0.44524	111

Table 3.28 b. Correlations (EDP effectiveness and EDP Satisfaction)

Correlations		Mean Satisfaction	Mean EDP Effectiveness
Mean Satisfaction	Pearson Correlation	1	.848**
	Sig. (2-tailed)		0.000
	N	111	111
Mean EDP Effectiveness	Pearson Correlation	.848**	1
	Sig. (2-tailed)	0.000	
	N	111	111
**. Correlation is significant at the 0.01 level (2-tailed).			

Interpretation

- Strength and Direction of Correlation: The correlation coefficient of 0.848 signifies a very strong positive correlation between EDP satisfaction and EDP effectiveness. This implies that as participants' satisfaction with the EDP program increases, their perception of the program's effectiveness also tends to increase.

- Statistical Significance: The p-value of 0.000 confirms that this correlation is statistically significant, indicating a real and reliable relationship between the two variables.

3.3.4 ANOVA

Analysis of the variance is done to check whether there is relationship between age and EDP Satisfaction (Hypothesis 2).

Table 3.29 a. Descriptives of ANOVA (age and EDP Satisfaction)

					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
Below 30	12	4.5500	0.59772	0.17255	4.1702	4.9298	3.60	5.00
31-36	39	4.5231	0.50600	0.08102	4.3591	4.6871	3.40	5.00
37 -42	36	4.5500	0.41507	0.06918	4.4096	4.6904	3.80	5.00
43-49	12	4.4500	0.40113	0.11580	4.1951	4.7049	4.00	5.00
Above 50	12	4.6500	0.42747	0.12340	4.3784	4.9216	4.00	5.00
Total	111	4.5405	0.46444	0.04408	4.4532	4.6279	3.40	5.00

Descriptives — Mean Satisfaction

Table 3.29 b. ANOVA (age and EDP Satisfaction)

ANOVA

Mean Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.258	4	0.065	0.292	0.883
Within Groups	23.469	106	0.221		
Total	23.728	110			

Interpretation

- Descriptive Statistics: The mean satisfaction scores are relatively similar across all age groups, with a small range of 4.4500 to 4.6500. The standard deviations indicate some variability within each age group, but the overall satisfaction is consistently high.

- ANOVA Results: The F-statistic is 0.292, and the p-value (Sig.) is 0.883. Since the p-value is much higher than the typical alpha level of 0.05, we fail to reject the null hypothesis, i.e., there is no significant difference in EDP satisfaction scores among different age groups.

3.3.5 t – TEST

t - test is done to check whether there is relationship between gender and EDP Satisfaction (Hypothesis 3).

Table 3.30 a. Group Statistics of t test (gender and EDP Satisfaction)

Group Statistics					
Gender		N	Mean	Std. Deviation	Std. Error Mean
Mean Satisfaction	Male	105	4.5143	0.46398	0.04528
	Female	6	5.0000	0.00000	0.00000

Table 3.30 b. Independent Samples Test (gender and EDP Satisfaction)

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Mean Satisfaction	Equal variances assumed	17.712	0.000	-2.553	109	0.012	-0.48571	0.19024	-0.86275	-0.10867
	Equal variances not assumed			-10.727	104.000	0.000	-0.48571	0.04528	-0.57551	-0.39592

Interpretation

- Statistical Significance: The t-test results show a t-value of -10.727 and a p-value of 0.000. Since the p-value is much smaller than the alpha level of 0.05, we reject the null hypothesis, indicating a statistically significant difference in mean satisfaction scores between males and females.

- Mean Difference: The mean satisfaction score for females is higher than for males by approximately 0.49 points. The 95% confidence interval for this difference ranges from -0.57551 to -0.39592, which does not include zero, confirming the significance of this difference.

- Conclusion: The analysis concludes that there is a significant relationship between gender and EDP satisfaction. Females report significantly higher satisfaction scores compared to males.

3.3.6 ANOVA

ANOVA is done to check whether there is relationship between education qualification and EDP Satisfaction (Hypothesis 4).

Table 3.31 a. Descriptives of ANOVA (education qualification and EDP Satisfaction)

Descriptives								
Mean Satisfaction								
					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Mini mum	Maxi mum
Graduate Engineer	15	4.6000	0.62792	0.16213	4.2523	4.9477	3.40	5.00
Graduate Science	51	4.4353	0.44489	0.06230	4.3102	4.5604	3.60	5.00
Post Graduate Science	21	4.6571	0.34143	0.07451	4.5017	4.8126	4.00	5.00
Post Graduate in Management	15	4.8400	0.20284	0.05237	4.7277	4.9523	4.60	5.00
Others	9	4.2667	0.55678	0.18559	3.8387	4.6946	3.80	5.00
Total	111	4.5405	0.46444	0.04408	4.4532	4.6279	3.40	5.00

Table 3.31 b. ANOVA (education qualification and EDP Satisfaction)

ANOVA					
Mean Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.924	4	0.731	3.724	0.007
Within Groups	20.804	106	0.196		
Total	23.728	110			

Table 3.31 c. Mult Comparisons in ANOVA (education qualification and EDP Satisfaction)

Mult+A23:G47le Comparisons						
Dependent Variable:						
Tukey HSD						
		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
(I) Education					Lower Bound	Upper Bound
Graduate Engineer	Graduate Science	0.16471	0.13012	0.713	-0.1964	0.5258
	Post Graduate Science	-0.05714	0.14977	0.995	-0.4728	0.3585
	Post Graduate in Management	-0.24000	0.16177	0.575	-0.6889	0.2089
	Others	0.33333	0.18679	0.388	-0.1851	0.8517
Graduate Science	Graduate Engineer	-0.16471	0.13012	0.713	-0.5258	0.1964
	Post Graduate Science	-0.22185	0.11487	0.307	-0.5406	0.0969
	Post Graduate in Management	-.40471*	0.13012	0.020	-0.7658	-0.0436
	Others	0.16863	0.16017	0.830	-0.2759	0.6132
Post Graduate Science	Graduate Engineer	0.05714	0.14977	0.995	-0.3585	0.4728
	Graduate Science	0.22185	0.11487	0.307	-0.0969	0.5406

	Post Graduate in Management	-0.18286	0.14977	0.739	-0.5985	0.2328
	Others	0.39048	0.17650	0.183	-0.0994	0.8803
Post Graduate in Management	Graduate Engineer	0.24000	0.16177	0.575	-0.2089	0.6889
	Graduate Science	.40471[*]	0.13012	0.020	0.0436	0.7658
	Post Graduate Science	0.18286	0.14977	0.739	-0.2328	0.5985
	Others	.57333[*]	0.18679	0.022	0.0549	1.0917
Others	Graduate Engineer	-0.33333	0.18679	0.388	-0.8517	0.1851
	Graduate Science	-0.16863	0.16017	0.830	-0.6132	0.2759
	Post Graduate Science	-0.39048	0.17650	0.183	-0.8803	0.0994
	Post Graduate in Management	-.57333[*]	0.18679	0.022	-1.0917	-0.0549

*. The mean difference is significant at the 0.05 level.

Table 3.31 d. Mean Satisfaction of ANOVA (education qualification and EDP Satisfaction)

Mean Satisfaction				
Tukey HSD[a,b]				
			Subset for alpha = 0.05	
Education	N		1	2
Others	9		4.2667	
Graduate Science	51		4.4353	4.4353
Graduate Engineer	15		4.6000	4.6000
Post Graduate Science	21		4.6571	4.6571
Post Graduate in Management	15			4.8400
Sig.			0.099	0.080
Means for groups in homogeneous subsets are displayed.				
a. Uses Harmonic Mean Sample Size = 16.043.				
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.				

Interpretation

- The ANOVA results show a significant relationship between educational qualification and EDP satisfaction (F = 3.724, p = 0.007).
- The Tukey HSD test reveals that "Post Graduate in Management" has significantly higher satisfaction compared to "Graduate Science" and "Others."
- Therefore, educational qualification significantly affects EDP satisfaction, with "Post Graduate in Management" having the highest mean satisfaction.

3.3.7 ANOVA

ANOVA is done to check whether there is relationship between tenure and EDP Satisfaction (Hypothesis 5).

Table 3.32 a. Descriptives of ANOVA (tenure and EDP Satisfaction)

					95% Confidence Interval for Mean			
	N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Minimum	Maximum
1-3 years	9	4.0000	0.75498	0.25166	3.4197	4.5803	3.40	5.00
3-5 years	12	4.6000	0.39080	0.11282	4.3517	4.8483	4.00	5.00
5-10 years	18	4.7333	0.36942	0.08707	4.5496	4.9170	4.00	5.00
More than 10 years	72	4.5500	0.40802	0.04809	4.4541	4.6459	3.80	5.00
Total	111	4.5405	0.46444	0.04408	4.4532	4.6279	3.40	5.00

Descriptives

Mean Satisfaction

Table 3.32 b. ANOVA (tenure and EDP Satisfaction)

ANOVA					
Mean Satisfaction					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.348	3	1.116	5.859	0.001
Within Groups	20.380	107	0.190		
Total	23.728	110			

Table 3.32 c. Multiple Comparisons in ANOVA (tenure and EDP Satisfaction)

Multiple Comparisons						
Dependent Variable:						
Tukey HSD						
					95% Confidence Interval	
(I) Tenure		Mean Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
1-3 years	3-5 years	-.60000*	0.19245	0.012	-1.1023	-0.0977
	5-10 years	-.73333*	0.17817	0.000	-1.1983	-0.2683
	More than 10 years	-.55000*	0.15430	0.003	-0.9527	-0.1473
3-5 years	1-3 years	.60000*	0.19245	0.012	0.0977	1.1023
	5-10 years	-0.13333	0.16265	0.845	-0.5578	0.2912
	More than 10 years	0.05000	0.13608	0.983	-0.3051	0.4051
5-10 years	1-3 years	.73333*	0.17817	0.000	0.2683	1.1983
	3-5 years	0.13333	0.16265	0.845	-0.2912	0.5578
	More than 10 years	0.18333	0.11501	0.386	-0.1168	0.4835
More than 10 years	1-3 years	.55000*	0.15430	0.003	0.1473	0.9527
	3-5 years	-0.05000	0.13608	0.983	-0.4051	0.3051
	5-10 years	-0.18333	0.11501	0.386	-0.4835	0.1168
*. The mean difference is significant at the 0.05 level.						

Table 3.32 d. Mean Satisfaction in ANOVA (tenure and EDP Satisfaction)

Mean Satisfaction			
Tukey HSD[a,b]			
		Subset for alpha = 0.05	
Tenure	N	1	2
1-3 years	9	4.0000	
More than 10 years	72		4.5500
3-5 years	12		4.6000
5-10 years	18		4.7333
Sig.		1.000	0.655
Means for groups in homogeneous subsets are displayed.			
a. Uses Harmonic Mean Sample Size = 15.158.			
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.			

Interpretation

- The ANOVA results show a significant relationship between tenure and EDP satisfaction (F = 5.859, p = 0.001), indicating that mean satisfaction scores differ across tenure groups.

- Tukey HSD post-hoc test reveals that employees with 1-3 years of tenure have significantly lower satisfaction compared to those with longer tenures, particularly 3-5 years, 5-10 years, and more than 10 years.

- Thus, the analysis concludes that tenure significantly affects EDP satisfaction, with longer-tenured employees reporting higher satisfaction.

3.4 CONCLUSION

The data analysis reveals that the Executive Development Program (EDP) at Sudarshan Chemical Industries Limited (SCIL) is highly effective in achieving its goals, with high levels of participant satisfaction and a strong positive correlation between satisfaction and perceived effectiveness. Demographically, the participants were predominantly male (94.59%), aged between 31-42 (67.57%), with a Science background (64.47%), working mainly in production (54.05%), and having over 10 years of experience at SCIL (64.86%). The program received positive feedback for providing valuable skills

and knowledge (70.27% strongly agreed) and meeting expectations for professional development (59.46% strongly agreed), as well as increasing confidence in areas like communication and planning. Specific learnings included enhanced understanding of root cause analysis (56.76% strongly agreed) and pigment application (43.24% strongly agreed). However, areas for improvement were identified, particularly in promoting the value of Community Learning Circles (CLCs), with only 37.84% strongly agreeing on their benefit.

Statistical analysis showed no significant impact of age on satisfaction, but females reported significantly higher satisfaction than males, and those with advanced management qualifications had the highest satisfaction. Employees with 1-3 years of tenure reported the lowest satisfaction, suggesting a need for tailored support for newer employees. The overall conclusion emphasizes the EDP's success and highlights the need for ongoing refinement to address demographic disparities and enhance continuous learning opportunities.

CHAPTER – IV
FINDINGS,
RECOMMENDATIONS
AND SUMMARY

4. FINDINGS, RECOMMENDATION AND SUMMARY

4.1 INTRODUCTION

This chapter delves into the findings and insights derived from the comprehensive evaluation of the Executive Development Program (EDP) at Sudarshan Chemical Industries Limited (SCIL). By utilizing a robust descriptive research methodology encompassing surveys, interviews, and statistical analyses, the study aims to assess the EDP's impact on Band 4 executives' (Executives) self-efficacy, performance, competency, and personal development. Through detailed analysis, the chapter underscores SCIL's commitment to fostering a dynamic corporate culture and maintaining its competitive edge in the global pigment market.

4.2 FINDINGS

4.2.1 FINDINGS FROM PERCENTAGE ANALYSIS

1. **Age Distribution:** Majority of respondents are aged between 31-42 years, comprising 67.57% of the total sample. This indicates a predominantly middle-aged workforce.

2. **Gender Distribution:** Majority of the workforce are male (94.59%).

3. **Educational Qualification:** Out of 111 executives, 45.95% hold a Graduate degree in Science.

4. **Function/Department:** Production is the largest function, with 54.05% of executives.

5. **Strategic Business Units (SBU) Distribution:** Azo is the leading SBU, comprising 35.14% of the total.

6. **Location of Work Distribution:** Majority of the executives are worked at Roha, accounting for 72.97% of the total.

7. **Tenure at Sudarshan Chemical Industries Limited:** A significant majority, 64.86%, have been with the company for more than 10 years.

8. **Satisfaction with EDP for Providing Valuable Skills and Knowledge:** 70.27% of executives strongly agree that the EDP provided valuable skills and knowledge.

9. **Satisfaction with Overall Content and Delivery of EDP Modules:** 94.59% of executives agree with the content and delivery of the EDP modules.

10. **Satisfaction with Well-Structured and Organized Nature of EDP Program:** All executives (100%) agree that the EDP program is well-structured and organized.

11. **Satisfaction with EDP Addressing Professional Development Needs:** 89.19% of executives agree that the EDP effectively addresses their professional development needs.

12. **Enhanced Sense of Belonging and Satisfaction Due to EDP Program:** The majority of executives (97.29%) agree that the EDP has enhanced their sense of belonging and satisfaction.

13. **Increased Knowledge of Root Cause Analysis and Application:** All executives (100%) agree that the EDP increased their knowledge of root cause analysis and its application.

14. **Perception of EDP Enhancing Knowledge of Pigment Application:** 89.19% agree that the EDP enhanced their knowledge of pigment application.

15. **Effectiveness in Delegating Tasks and Guiding Team to Meet Deadlines Post-EDP:** 94.6% agree that the EDP improved their effectiveness in delegating tasks and guiding their team.

16. **Impact of "Art of Living" Sessions on Well-being and Stress Management:** 94.6% of executives agree that the "Art of Living" sessions positively impacted their well-being and stress management.

17. **Perception of Being More Equipped to Manage Changes in Roles after EDP:** All executives (100%) agree that they feel more equipped to manage changes in their roles post-EDP.

18. **Perception of Improved Performance or Effectiveness after EDP:** 97.3% agree that their performance or effectiveness improved after the EDP.

19. **Perception of EDP Contributing to Achieving Personal Goals:** 97.29% of executives agree that the EDP contributed to achieving their personal goals.

20. **Perception of Community Learning Circles Facilitating Learning Application:** 86.49% of executives agree that Community Learning Circles effectively facilitated learning application.

21. **Confidence in Communicating Clearly and Concisely after EDP:** All executives (100%) agree that their confidence in communicating clearly and concisely improved after the EDP.

22. **Confidence in Planning and Organizing Work, Including Resource Allocation:** All executives (100%) agree that their confidence in planning, organizing work, and allocating resources improved after the EDP.

23. **Confidence in Taking on New Challenges and Responsibilities:** All executives (100%) agree that their confidence in taking on new challenges and responsibilities increased after the EDP.

24. **Confidence in Ability and Confidence Boost after EDP:** All executives (100%) agree that the EDP significantly boosted their confidence in their abilities.

These findings collectively indicate a highly positive reception of the EDP and associated programs among the respondents, highlighting perceived improvements across various professional and personal development aspects.

25. **Challenges or Obstacles in Applying EDP Learnings:** 32.43% (36 out of 111) encountered obstacles in applying EDP learnings, while 67.57% (75 out of 111) did not face such challenges and the major constraint identified is time constraints, ranked first with a total weight of 90.

Findings from Descriptive Questions

26. **Which Aspects of EDP You Like the Most?**

   - Participants overwhelmingly appreciated the comprehensive coverage and relevance of all modules in the EDP, indicating strong support for its holistic approach to professional development.
   - Specific aspects such as Pigment End Application and Individual Development Plan (IDP) were highly valued for their practical application and personal growth facilitation.
   - Modules focused on Planning & Organizing, Charge Hand Over, Industrial Relations (IR), and Root Cause Analysis (RCA) also received

positive feedback for enhancing skills relevant to daily operations and workplace dynamics.

27. What changes would you suggest for the future EDP interventions?

- Suggestions for improvement included increasing session durations, particularly to accommodate more comprehensive learning.
- Participants recommended adding basic engineering topics relevant to production teams, and providing more technical knowledge and practical testing in laboratory settings.
- Other suggestions aimed to enhance learning absorption through reducing lecture frequency, focusing on fewer topics but in greater depth, and incorporating written tests or assessments for better understanding.

28. What support would you require in the further application of learning on the job leading to your career progression?

- Support needs included time management training, additional training sessions, and development of structured training programs for new employees.
- Participants sought support from laboratory facilities and HODs, and emphasized the importance of PSM integration and leadership development.
- Opportunities for job rotation, personal development initiatives, and increased interaction with HR were also highlighted as beneficial for career progression.

4.2.2 FINDINGS FROM STATISTICAL ANALYSIS

1. Overall Mean Analysis of EDP Effectiveness

- Participants rated the EDP at 4.5518 out of 5.00, indicating high effectiveness. Scores ranged from 3.67 to 5.00, with a tight clustering around the mean.

- The program was perceived as highly effective, achieving its objectives with meaningful learning outcomes.

2. Overall Mean Analysis of EDP Satisfaction

- Participants reported an average satisfaction score of 4.5405 out of 5.00. Satisfaction scores varied from 3.40 to 5.00, showing minimal variability.
- Respondents expressed high satisfaction levels, suggesting the program met or exceeded expectations effectively.

3. Age and Satisfaction

- No significant relationship between age and satisfaction (p-value = 0.883).
- Satisfaction levels consistent across different age groups.
- Indicates that the program is well-received regardless of age.
- Suggests potential for broadening participation without age-related adjustments.

4. Gender and Satisfaction

- Females report higher satisfaction than males (p-value = 0.012), with a mean difference of 0.49 points.
- Indicates potential areas for addressing gender-specific needs and preferences in the program.
- Highlights the success in engaging female participants more effectively.
- Points to opportunities for further research into gender dynamics in training programs.

5. Educational Qualification and Satisfaction

- Significant relationship (p-value = 0.007) with postgraduates in management reporting higher satisfaction than graduates in science and others.

- Suggests tailoring content to different educational backgrounds for better engagement.
- Indicates a need to align program complexity with educational levels.
- Highlights the importance of customized learning paths based on qualifications.

6. **Tenure and Satisfaction**

- Significant relationship (p-value = 0.001); participants with 1-3 years tenure report lower satisfaction compared to those with longer tenures.
- Highlights the need for targeted support for newer employees to enhance their experience with the EDP.
- Suggests additional onboarding or introductory sessions for new employees.
- Points to the potential benefits of mentorship and peer support for newer hires.

4.3 RECOMMENDATIONS FOR SCIL BASED ON EDP ANALYSIS

Based on the comprehensive findings from the Executive Development Program (EDP) evaluation at Sudarshan Chemical Industries Limited, here are consolidated recommendations to enhance the effectiveness and impact of future EDP interventions:

1. **Addressing Implementation Challenges:**
   - **Time Management:** Develop strategies to mitigate time constraints, such as better scheduling and time management techniques integrated into the curriculum.
   - **Resource Allocation:** Ensure adequate resources are allocated for practical applications and technical knowledge acquisition.
   - **Managerial and Peer Support:** Foster a supportive environment by encouraging active managerial and peer support to reduce resistance and enhance engagement.

- **Self-Doubt:** Implement confidence-building exercises or mentorship programs to address personal doubts about applying new skills effectively.

2. **Enhancing Program Structure and Content:**

   - **Session Duration and Depth:** Increase session durations to allow for more comprehensive coverage and deeper exploration of topics.

   - **Technical and Practical Learning:** Integrate basic engineering topics and provide more hands-on experiences in laboratory settings to enhance relevance for production teams.

   - **Assessments and Feedback:** Include regular assessments to gauge understanding and retention, ensuring learning outcomes are effectively met.

3. **Tailoring to Participant Demographics:**

   - **Gender-Specific Needs:** Tailor program aspects to accommodate gender-specific preferences and needs identified through higher satisfaction among female participants.

   - **Educational Backgrounds:** Customize learning paths based on educational qualifications to ensure content complexity aligns with participants' backgrounds and professional needs.

   - **Tenure-Based Support:** Provide targeted onboarding and support for employees with shorter tenures to enhance integration and satisfaction with the EDP.

4. **Support for Continuous Learning and Application:**

   - **Career Progression Support:** Develop structured training programs that support ongoing learning and skill application, including mentorship and job rotation opportunities.

   - **Community Learning Circles:** Strengthen these circles to facilitate ongoing application of EDP learnings, promoting peer-to-peer support and knowledge sharing.

5. **Monitoring and Feedback Mechanisms:**

   - **Continuous Evaluation:** Implement regular feedback mechanisms to monitor participant satisfaction and EDP effectiveness, allowing for timely adjustments and improvements.

- **Longitudinal Studies:** Conduct studies to assess the long-term impact of the EDP on career progression, performance, and organizational outcomes.

6. **Promoting Organizational Learning Culture:**

- **Leadership Development:** Expand leadership components within the EDP to nurture future leaders and align with organizational succession planning.

- **Culture of Learning:** Foster a continuous learning culture throughout the organization, emphasizing the value and impact of professional growth initiatives like the EDP.

7. **Specific Actions and Enhancements:**

- **Positive Reinforcement:** Highlight and celebrate program successes and high satisfaction levels to maintain positive perceptions and motivation.

- **Content Customization:** Develop additional modules tailored to diverse educational backgrounds, ensuring accessibility and relevance for all participants.

- **Managerial Involvement:** Engage managers more actively in supporting EDP participants and emphasize their role in reinforcing learned skills in the workplace.

- **Career Support Initiatives:** Provide targeted support such as time management training, resource allocation improvements, and increased interaction with HR to support career progression effectively.

By implementing these recommendations, Sudarshan Chemical Industries Limited can optimize the impact and effectiveness of their EDP, ensuring it continues to meet the evolving needs of their workforce while fostering a culture of continuous learning and development. These actions aim to enhance participant satisfaction, skill application, and overall organizational performance.

4.4 SUMMARY

The Executive Development Program (EDP) at Sudarshan Chemical Industries Limited (SCIL) received overwhelmingly positive feedback, with high satisfaction in content

delivery, structure, and professional development. Key findings indicate that 100% of executives found the EDP well-structured, enhancing skills like root cause analysis, communication, and leadership. However, 32.43% faced challenges in applying learnings, primarily due to time constraints. Statistical analysis revealed no significant age-related satisfaction differences but highlighted higher satisfaction among females and postgraduates. Recommendations include addressing time management and resource allocation issues, customizing content based on demographics, enhancing session depth, and providing targeted support for newer employees. Continuous feedback, career progression support, and promoting a learning culture are essential for ongoing improvement and organizational growth.

4.5 CONCLUSION

In summary, the analysis confirms the effectiveness of SCIL's EDP in enhancing participant satisfaction and professional growth, aligning with the company's strategic goals of innovation and quality. High satisfaction levels, improved self-efficacy, and enhanced job performance highlight the program's strengths, while identified challenges and demographic disparities present opportunities for further refinement. By implementing the recommended strategies, SCIL can continue to elevate its EDP, ensuring it remains a pivotal tool in developing a skilled and motivated workforce, thereby reinforcing SCIL's leadership in the pigment industry.

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APPENDICES

QUESTIONNAIRE

1. Age:
   - Below 30
   - 31-36
   - 37-42
   - 43-49
   - Above 50

2. Gender:
   - Male
   - Female
   - Other

3. Education Qualification (Highest Level):
   - Graduate Engineer
   - Graduate Science
   - Post Graduate Science
   - Post Graduate in Management
   - Others

4. Function/Department:
   - Production
   - Engineering
   - R & D
   - Sales
   - QC
   - Technical Marketing
   - SCM Logistics
   - BT
   - People Practices
   - Procurement
   - SCM Planning
   - FTD
   - Finance & Accounts

- o EHS
- o Others

5. SBU:
    - o Azo
    - o HPP
    - o EP
    - o B & G
    - o Common

6. Location of Work:
    - o GHO
    - o Roha
    - o Mahad
    - o Sutarwadi
    - o Sales Office

7. Tenure at Sudarshan Chemical Industries Limited:
    - o Less than 1 year
    - o 1-3 years
    - o 3-5 years
    - o 5-10 years
    - o More than 10 years

State what extend do you agree with the statement on a Five Point Scale

Sl. No	Questions	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
8	I am satisfied with the EDP program, which provided me with valuable skills and knowledge to perform my role effectively					
9	I am satisfied with the overall content and delivery of the EDP modules.					
10	I am very satisfied with the well-structured and organized nature of the EDP program.					

11	I am satisfied with the EDP program because it effectively addressed my professional development needs.					
12	The EDP program significantly strengthened my sense of belonging at Sudarshan, resulting in a high level of satisfaction.					
13	The program increased my understanding of root cause analysis methodologies and made me capable of applying them in solving problems					
14	The EDP program enhanced my knowledge of pigment application					
15	Do you agree that after the EDP, you can effectively delegate tasks and guide your team to manage workload and meet deadlines					
16	To what extent do you agree that the "Art of Living" sessions positively impacted your well-being and stress management					
17	I am more equipped to manage changes in my roles					
18	To what extent do you agree that your performance or effectiveness improved after EDP					
19	To what extent do you believe the skills and knowledge gained from the EDP have contributed to achieving your personal goals					
20	Do you think that the community learning circles can facilitate the application of learning on your job and enhance your competency going forward					

21	I feel more confident in communicating clearly and concisely with colleagues and superiors.					
22	I am more confident in planning and organizing my work, including resource allocation					
23	I feel more confident in taking on new challenges and responsibilities within my role					
24	The EDP increased my belief in my ability and confidence to perform my duties and apply what I learned in the EDP					

25. Have you encountered any challenges or obstacles in applying the learnings from the Executive Development Program in your work?
    o   Yes
    o   No

    If Yes: Please rank the following options based on their impact (1 being the highest impact, 6 being the lowest impact):

    o   Lack of support from Manager.
    o   Inadequate resources for effective implementation.
    o   Resistance from colleagues or peers.
    o   Self-doubt about ability to use new skills.
    o   Time constraints.
    o   Others

26. Which aspects of EDP you like the most? (Optional)

27. What changes would you suggest for the future EDP interventions? (Optional)

28. What support would you required in the further application of learning on the job leading to your career progression? (Optional)