

THE ROLE OF TRAINING, CAREER DEVELOPMENT AND RECOGNITION IN ENHANCING WORK PERFORMANCE AT BRUHAT LOGISTICS COMPANY

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ABSTRACT

Human resources are the backbone of any organization, and employee performance plays a crucial role in determining organizational success. This study focuses on analyzing the impact of training, career development, and employee recognition on work performance in Bruhat Logistics Company. Training enhances employee skills and efficiency, while career development improves motivation and retention. Recognition and rewards further strengthen employee engagement and morale. The study adopts a descriptive research design using both primary and secondary data collected from employees through structured questionnaires. Statistical tools such as percentage analysis, chi-square test, and ANOVA are applied to interpret the data. The findings reveal that effective training programs, clear career growth opportunities, and proper recognition significantly improve employee performance. The study concludes with suggestions for enhancing HR practices to achieve better organizational outcomes.

Keywords: Training, Career Development, Employee Recognition, Performance, HR Practices, Motivation

INTRODUCTION

In today's competitive business environment, organizations recognize that human resources are their most valuable asset. Employee performance directly influences productivity, efficiency, and overall organizational success. To enhance performance, organizations focus on key human resource practices such as training, career development, and recognition.

Training equips employees with the necessary skills and knowledge to perform their tasks efficiently. It helps reduce errors, improves productivity, and enables employees to adapt to technological changes. Career development provides growth opportunities, increasing employee motivation and long-term commitment. Recognition and rewards play a vital role in boosting morale and encouraging better performance.

This study examines how these factors influence employee performance in Bruhat Logistics Company, a growing logistics firm operating in a dynamic and demanding environment.

OBJECTIVES OF THE STUDY

- To examine how training, career development, and employee recognition influence work performance at Bruhat Logistics Company.
- To assess the effectiveness of training programs provided by the company.
- To analyze employee perceptions of career development opportunities.

- To evaluate the impact of recognition and rewards on employee motivation.
- To suggest improvements in training, career development, and recognition systems.

REVIEW OF LITERATURE:

1. **A. Kumar (2026)**, “Employee Recognition and Organizational Performance in Service Sector”. This study investigates the impact of employee recognition on organizational performance in service-based industries. The objective is to assess how recognition programs influence productivity and employee retention. Statistical tools such as ANOVA and chi-square test are used. The findings show that organizations with structured recognition systems have higher employee retention rates. Recognition improves employee morale and reduces turnover intention. The study concludes that recognition is directly linked to improved organizational outcomes.
2. **S. Iyer (2025)**, “Workplace Recognition and Employee Engagement Levels”. The study examines the role of recognition in enhancing employee engagement. The objective is to measure engagement differences between recognized and non-recognized employees. Regression and descriptive analysis are used as statistical tools. The findings indicate that employees who receive regular recognition show higher engagement levels. Recognition also improves commitment and reduces absenteeism. The study concludes that engagement is strongly influenced by recognition practices.
3. **R. Sharma (2026)**, “Impact of Employee Recognition on Job Satisfaction in Manufacturing Firms”. The study focuses on analyzing how employee recognition influences job satisfaction in manufacturing organizations. The objective is to examine the relationship between recognition practices and employee motivation levels. The researcher uses correlation analysis and regression analysis as statistical tools to measure the strength of association. The findings reveal that timely recognition significantly improves employee satisfaction and productivity. It is also observed that non-monetary recognition such as appreciation and feedback has a strong motivational effect. The study concludes that recognition is a key driver of workplace efficiency and employee engagement.

RESEARCH METHODOLOGY

This study adopts a descriptive research design. Convenience sampling is adopted in this study. Both primary data and secondary data are applied to the study. The size of the sample to be used in this study is 120 respondents. Simple percentage analysis, chi square analysis and correlation has been used in this study.

DATA ANALYSIS AND INTERPREATION

Table No. 1 AGE OF THE RESPONDENTS

Age Group	No. of Respondents	Percentage (%)
Below 25 years	53	44.2%
25 – 35 years	32	26.7%%
36 – 45 years	26	21.7%%
Above 46 years	9	7.5%%
Total	120	100%

Interpretation:

The majority of respondents (44.2%) belong to the below 25 years age group, indicating a young workforce. This is followed by 26.7% in the 25–35 years category. Only a small percentage (7.5%) are above 46 years, showing limited representation of senior employees.

Table No. 2 EXPERIENCE LEVEL OF THE RESPONDENTS

Experience Level	No. of Respondents	Percentage (%)
Below 5 years	67	55.8%
5 – 10 years	43	35.8%
10 – 15 years	9	7.5%
Above 15 years	1	0.8%
Total	120	100%

Interpretation:

The majority (55.8%) of respondents have less than 5 years of experience, indicating a workforce dominated by early-career employees. Only 0.8% have more than 15 years of experience.

TABLE 3: TRAINING AND DEVELOPMENT

Number of Training Programs attended		
Days	No. of Respondents	Percentage (%)
Less than 2	38	31.7%
3-6	70	58.3%
6-9	1	0.8%
More than 9	11	9.2%
Total	120	100%
Importance of Training and Development		
Category	No. of Respondents	Percentage (%)
Skill Development	20	16.7%
Improve Quality of Work	61	50.8%
Do work correctly	14	11.7%
Personality Development	17	14.2%
All the Above	8	6.7%
Total	120	100%
Type of Training		
Types	No. of Respondents	Percentage (%)
Orientation	38	31.7%
Technical	26	21.7%
Behavioral	44	36.7%
Functional	12	10%
Total	120	100%
Total	100	100%
Mode of Training		
Modes	No. of Respondents	Percentage (%)
On the job Training	44	36.7%
Online	32	26.7%
Classroom	27	30.8%
All Methods	17	5.8%
Total	120	100%
Total	120	100%
Training Effectiveness		
Category	No. of Respondents	Percentage (%)
Fully Achieved	59	49.2%

Large Extent	35	29.2%
Some Extent	21	17.5%
Not Achieved	5	4.2%
Total	120	100%
Training Duration		
Duration	No. of Respondents	Percentage (%)
Half Day	49	40.8%
One Day	32	26.7%
Two Days	22	18.3%
Three Days	16	13.3%
More Than 3 days	1	0.8%
Total	120	100%
Relevance of Training		
Relevance	No. of Respondents	Percentage (%)
Yes	83	69.2%
No	37	30.8%
Total	120	100%
Overall Training Rating		
Rating	No. of Respondents	Percentage (%)
Excellent	2	1.7%
Good	3	2.5%
Neutral	72	60%
Poot	43	35.8%
Total	120	100%
Training Satisfaction		
Category	No. of Respondents	Percentage (%)
Yes	117	97.5%
No	3	2.5%
Total	120	100%

INTERPRETATION

The above is the consolidated analysis of training and development reveals that the majority of employees (58.3%) have attended 3–6 days training programs, indicating moderate exposure to training initiatives. Most respondents (50.8%) believe that training improves the quality of work, highlighting its importance in enhancing performance. Behavioural training (36.7%) and on-the-job training (36.7%) are the most commonly adopted methods, reflecting a focus on practical and skill-based learning.

Nearly half of the respondents (49.2%) reported that training objectives were fully achieved, and a significant majority (97.5%) expressed satisfaction with training programs. However, the overall rating shows that 60% of employees remain neutral, indicating scope for improvement in training effectiveness and delivery. Overall, the findings suggest that while training programs are effective and well-received, enhancements in quality and engagement can further improve employee performance

CHI SQUARE: AGE AND CAREER DEVELOPMENT

H_0 = There exist no significant association between age of the respondents and career development opportunities provided by the organization.

H_1 = There exist significant association between age of the respondents and career development opportunities provided by the organization.

Age	Career development			Total
	High	Moderate	Low	
Below 25 years	34	12	7	53
25 to 35 years	17	7	8	32
36 - 45 years	13	8	5	26
Above 46 years	4	0	5	9
Total	68	27	25	120

Calculated χ^2 Value: 10.844

Degree of freedom: 6

Table Value: Five per cent level: 12.592

INTERPRETATION

Since the calculated χ^2 value (10.844) is less than the table value (12.592) at five percent level of significance. H_0 is accepted. Hence it is concluded that there exist no significant association between age of the respondents and career development opportunities provided by the organization.

CHI SQUARE: GENDER AND CAREER DEVELOPMENT

H_0 = There exist no significant association between gender of the respondents and career development opportunities provided by the organization.

H_1 = There exist significant association between gender of the respondents and career development opportunities provided by the organization.

Gender	Career development			Total
	High	Moderate	Low	
Male	35	12	16	63
Female	33	15	9	57
Total	68	27	25	120

Calculated χ^2 Value: 2.057

Degree of freedom: 2

Table Value: Five per cent level: 5.991

INTERPRETATION

Since the calculated χ^2 value (2.057) is less than the table value (5.991) at five percent level of significance. H_0 is accepted. Hence it is concluded that there exist no significant association between gender of the respondents and career development opportunities provided by the organization.

ANOVA: TABLE SHOWING DIFFERENCE IN MEAN SCORES BETWEEN AGE OF THE RESPONDENTS & LEVEL OF IMPACT OF RECOGNITION AND REWARDS ON EMPLOYEE MOTIVATION.

H₀: There is no significant relationship between the two categories that are age of the respondents and their Level of impact of recognition and rewards on employee motivation.

H₁: There is significant relationship between age of the respondents and their Level of impact of recognition and rewards on employee motivation.

Age	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.860	2	8.430	10.120	0.000
Within Groups	97.465	117	0.833		
Total	114.325	119			

INTERPRETATION

The above table shows that the P value (0.000) is less than 0.05. So, there is a significant difference in the mean scores of the respondents based on age of the respondents with respect to Level of impact of recognition and rewards on employee motivation. It is inferred that age of the respondents its influence to Level of impact of recognition and rewards on employee motivation.

ANOVA TABLE SHOWING DIFFERENCE IN MEAN SCORES BETWEEN EXPERIENCE OF THE RESPONDENTS & LEVEL OF IMPACT OF RECOGNITION AND REWARDS ON EMPLOYEE MOTIVATION

H₀: There is no significant relationship between the two categories that are experience of the respondents and their Level of impact of recognition and rewards on employee motivation.

H₁: There is significant relationship between experience of the respondents and their Level of impact of recognition and rewards on employee motivation.

Experience	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.237	2	1.118	2.534	0.084
Within Groups	51.630	117	0.441		
Total	53.867	119			

INTERPRETATION

The above table shows that the P value (0.084) is greater than 0.05. So, there is no significant difference in the mean scores of the respondents based on experience of the respondents with respect to Level of impact of recognition and rewards on employee motivation. It is inferred that experience of the respondents does not influence to Level of impact of recognition and rewards on employee motivation.

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SUGGESTIONS:

- The company should conduct regular need-based training programs to match employee job requirements.
- Introduce advanced and skill-based training modules to enhance employee competencies.
- Evaluate training effectiveness through feedback and performance assessment.
- Encourage on-the-job training and practical learning for better understanding.
- Establish clear career paths and communicate them to all employees.
- Implement transparent promotion policies based on merit and performance.
- Provide career counseling, mentoring, and guidance programs.
- Offer continuous learning opportunities such as workshops and certifications.
- Ensure equal opportunities for career growth across all departments.
- Develop a fair and consistent reward system linked to performance.
- Increase the use of non-monetary recognition such as appreciation, awards, and public acknowledgment.
- Introduce employee recognition programs (e.g., Employee of the Month).
- Ensure timely recognition to maintain motivation levels.
- Customize rewards based on employee preferences where possible.

CONCLUSION:

The study concludes that training, career development, and recognition are key factors influencing employee performance. Effective training programs help employees improve their skills and productivity, while well-structured career development opportunities increase job satisfaction and long-term commitment. Recognition and rewards significantly influence employee motivation by making employees feel valued and appreciated. A fair and transparent system of rewards further strengthens trust and encourages higher performance levels.

Overall, organizations that invest in employee development and acknowledge their contributions are more likely to achieve improved productivity, higher employee satisfaction, and reduced turnover. By implementing structured training, clear career growth paths, and

effective recognition systems, Bruhat Logistics Company can enhance both individual and organizational performance.

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