

A STUDY ON TRAINING AND DEVELOPMENT OF EMPLOYEES TO INCREASE THE PRODUCTIVITY WITH SPECIAL REFERENCE TO TRAVANCORE CEMENTS LTD, KOTTAYAM.

Dr. Jeemon Joseph
Associate Professor
M G University

ABSTRACT

Training is a process of learning a sequence of programmed behaviour. It is an application of knowledge. It gives people an awareness of the rules and procedure to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an indented job. Training is a process of learning a sequence of programmed behaviour. It is an application of knowledge. It gives people an awareness of the rules and procedure to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an indented job.

The organizations that are able to acquire develop, stimulate and keep outstanding workers will be both effective and efficient. Those organizations that are ineffective or inefficient risk the hazards of stagnating or going out of business Human Resource thus, creates organizations and makes them survive and prosper. If Human Resource are neglected or mismanaged, the organization is unlikely to do well. Human Resource Management (HRM) is an approach to the management of people .

INTRODUCTION

Human resource management (HRM) is connected with “the peoples dimension in management HRM is the term increasingly used to refer to the philosophy, policies, procedures and practices relating to the management of people within an organization. It is made up of people, acquiring their services, developing their skills, motivating them to higher level of performance and ensuring that they continue to maintain their commitment to the organization are essential for achieving organizational objectives.

The organizations that are able to acquire develop, stimulate and keep outstanding workers will be both effective and efficient. Those organizations that are ineffective or inefficient risk the hazards of stagnating or going out of business Human Resource thus, creates organizations and makes them survive and prosper. If Human Resource are neglected or mismanaged, the organization is unlikely to do well. Human Resource Management (HRM) is an approach to the management of people, based on four fundamental principles:-

1. Human Resource are the most important assets of an organization have and their effective management is the key to its success.

2. This success is most likely to be achieved if the personnel policies and procedures of the enterprise are closely linked with and made a major contribution to the achievement of corporate objectives and strategic plan.
3. The corporate culture and the values, organizational climate and managerial behaviour that evaluate from that culture will exert a major influence on the achievement of excellence.
4. HRM is concerned with integration – getting all the members of the organization involved and working together with a sense of common purpose

Human Resource development (HRD):

According to T.V Rao,” HRD is a process in which the employees of an organization are continually helped in a planned way to:

- a) Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles.
- b) Develop their general capabilities as individuals discover and exploit their own inner potentials for their own organizational purpose.
- c) Develop an organizational culture in which superior subordinate relationships, team work and collaboration among subunits is strong and contributes to the professional well being, motivation of employees.”

The main aim of HRD is to bring about an all round development of the organization, so that they can contribute their best to the organization, society and the nation. HRD is a system and process involving organized series of learning activities designed to produce behavioural changes in human being in such a way that they acquire desired level of competence for present or future role. It maintains the organizational needs for career growth and development.

HRD is the process of increasing knowledge, skill and capabilities of the people of the organization. It is important not only for an organization, but also for entire nation. A nation can't develop its Human Resource which will use technology in the exploitation of natural resources for the development of the economy. If the Human Resource of a country are underdeveloped, their contribution to the national development will be low.

Training:

Training is a systematic program of an organization, which aims at increasing their aptitude, skills and abilities of the worker to perform specific jobs. By training employee will acquire new manipulative skills technical, knowledge, problem solving ability or attitudes etc. Then training organized procedure for increasing their knowledge and skill of this employee for this better performance of his job.

Training Awareness and competence

- Training needs shall be identified by its organization.
- Training of personal whose activities create a significant impact on the environmental essential.

Elements of Training Programs at Travancore cements Ltd:-

1. Identification of employees training needs.
2. Training plan addressing defined needs.
3. Verification of conformance to training for organizational requirements.
4. Training to target Employees Group.
5. Documentation of training received.
6. Evaluation of target received..

SCOPE OF THE STUDY

Training has a vital role in our organization which aims at increasing the aptitude, skills and abilities of workers to specific job. Training is a systematic and planned process which has its organizational purpose to impart and provide learning experience that will bring out improvement in an employees and thus enabling him to make his contribution in greater measure in meeting the goals and objectives of an organization. Training is an organized procedure for increasing the knowledge, problem solving ability etc. It also gives an awareness of the rules and procedures to guide their behaviour. It improves the performance on present jobs and prepares them for taking up new assignment in future. It is to know whether the employees are satisfied in their job or not.

NEED FOR TRAINING

Training of employees is essential because work force is an invaluable asset to an organization. Training is necessary for the following reasons:-

1. To increase productivity- Training can help employees to increase their level of performance on their present assignment. Increased human performance often directly leads to increased operational productivity and increased company profile.
2. To improve Quality- Better informed workers are likely to make operational mistakes. Quality increases may be in relationship to a company product or services or in reference to the intangible organizational employment atmosphere.
3. To ensure the availability of qualified manpower – As required meeting the organizations current and future needs. Organizational vacancies can more early be staffed from internal sources if a company initiator and maintain an adequate instructional programme for both its non-supervisory and managerial employees.

4. To improve Managerial Climate – An endless chain of positive reaction results from a well-planned training program.
5. To improve Health and safety – Proper training prevents industrial accidents.
6. Personal Growth – Employees on a personal basis gain individually from their exposure to educational experience. Management development programme seems to give participant wide awareness, an enlarged skill and make enhanced growth possible.

OBJECTIVES

To get work accomplished well from an employee, it is a must that he is given proper training in the methods of work. It is essential for the smooth, economic, timely and efficient production. Training is an organized process by which people learn knowledge and skill for a definite purpose. Management has no choice of that method. The need of training to a business firm may be explained as follows:-

1. Increased productivity – Increased productivity is possible only when there is an increase in quantity of output. Training programme by increasing knowledge, skill, aptitude and abilities of worker, result in increased productivity.
2. Better and economical use of materials and equipment – One of the advantages of training is that spoiled work and damages to machinery can be kept at minimum by the well trained employees. They won't waste raw materials, power etc. Thus trained workers help in reducing the cost of production.
3. Reduced supervision and direction – A well trained worker is self-reliant because he knows what to do and understands his responsibilities well. Training reduces the need of detailed and constant supervision. Direction is generally not required by the trained personnel.
4. Fill manpower – training helps in spotting out promising men and removing defects in the selection process. The promising trainee will naturally be discovered on an avoidance of a quick understanding of instruction. Training also quality them for more responsible jobs.
5. Reduced accidents – Generally industrial accidents are caused by deficiencies in equipment and working conditions. Proper training in jobs skills and safety attitude will naturally contribute towards a reduction in the accident rate.
6. Dissatisfaction complaints – Absenteeism and labour turnover can be reduced when employees are so well trained that they can experience the direct satisfaction associated with a sense of achievement and knowledge that they are developing their inherent capabilities at work.

DATA ANALYSIS AND INTERPRETATION

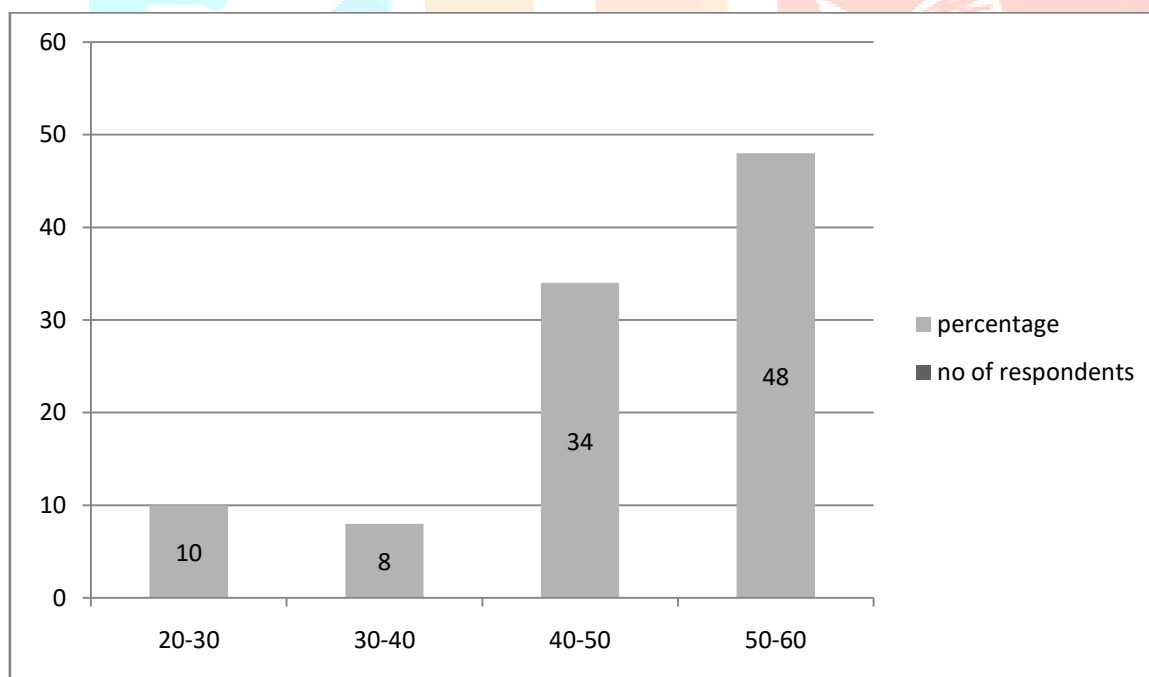
DATA ANALYSIS & INTERPRETATION

TABLE NO 1

Respondents by age

SR. NO	AGE	NO OF RESPONDENTS	PERCENTAGE
1	20-30	5	10
2	30-40	17	8
3	40-50	24	34
4	50-60	4	48
	TOTAL	50	100

1CHART NO 1



INTERPRETATION

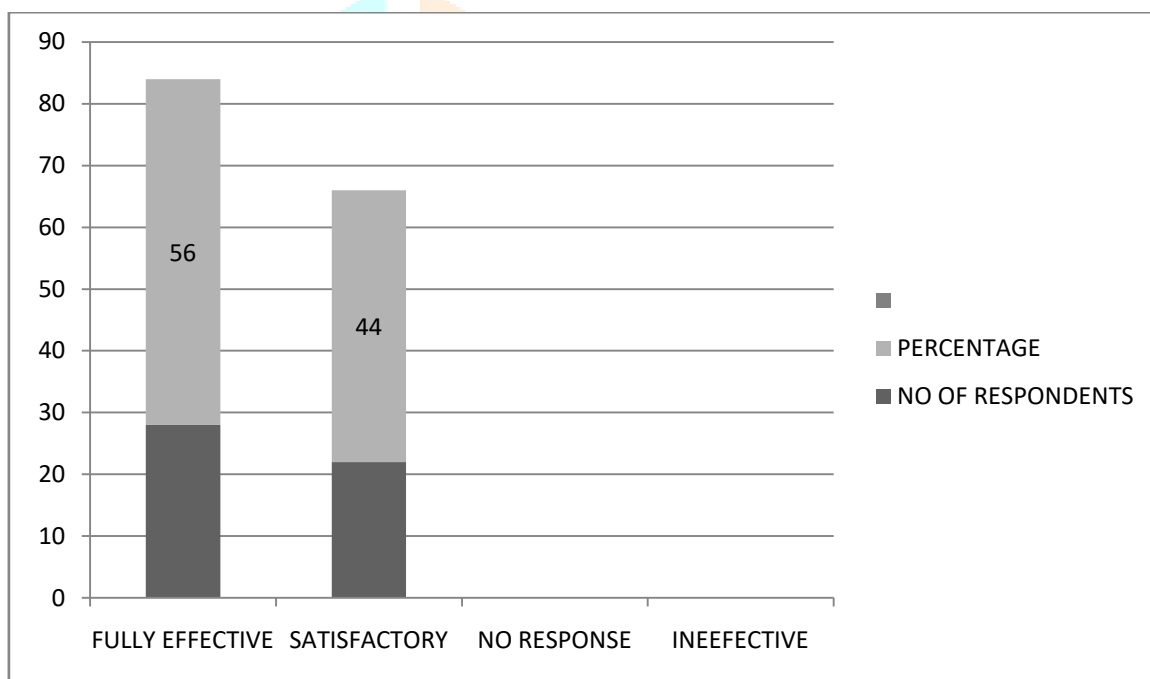
Respondents mean average is 50. From the above table, it is clear that 48% of the respondents were in the elder age group of 50-60 and only 10% of the respondents were in the younger age group of below 40.

TABLE NO 2

THE EFFECTIVE DIMENSIONS OF TRAINING ON REDUCING INDUSTRIALS ACCIDENTS

SCALE	NO OF RESPONDENTS	PERCENTAGE
FULLY EFFECTIVE	28	56
SATISFACTORY	22	44
NO RESPONSE	-	-
INEFFECTIVE	-	-
TOTAL	50	100

CHART NO 2

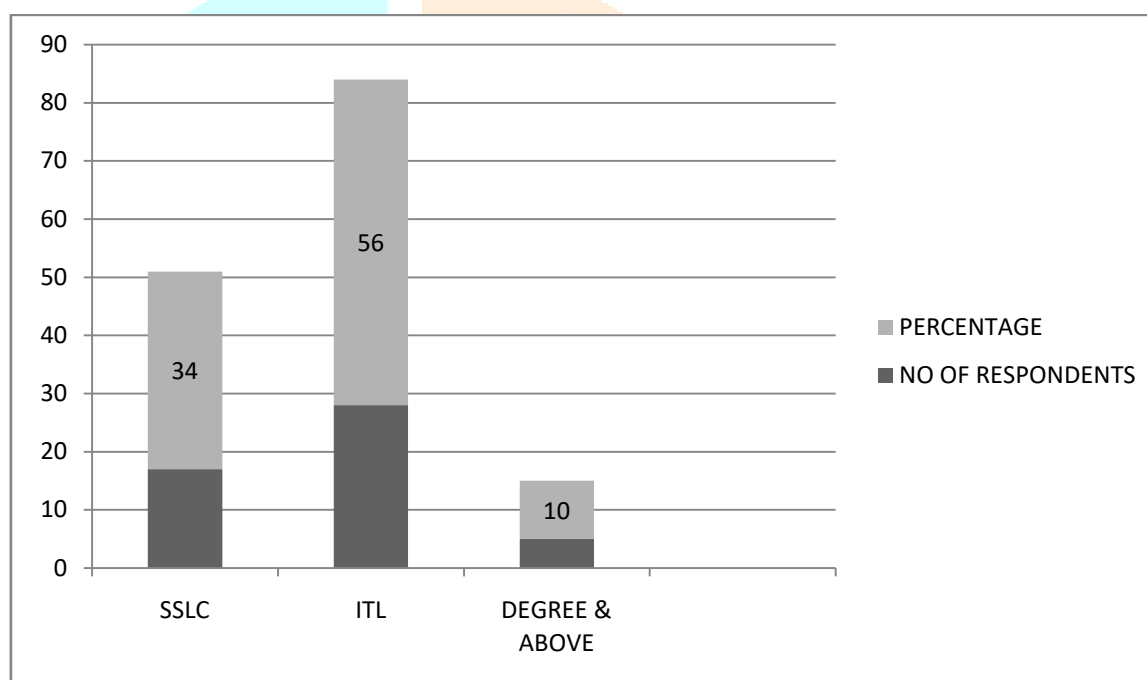


INTERPRETATION

From the above chart it is clear that 56% of the employees say that training is fully effective in reducing industrial accidents and 44% of the employees are satisfied in reducing industrial accidents.

TABLE NO 3**RESPONDENTS BY EDUCATION**

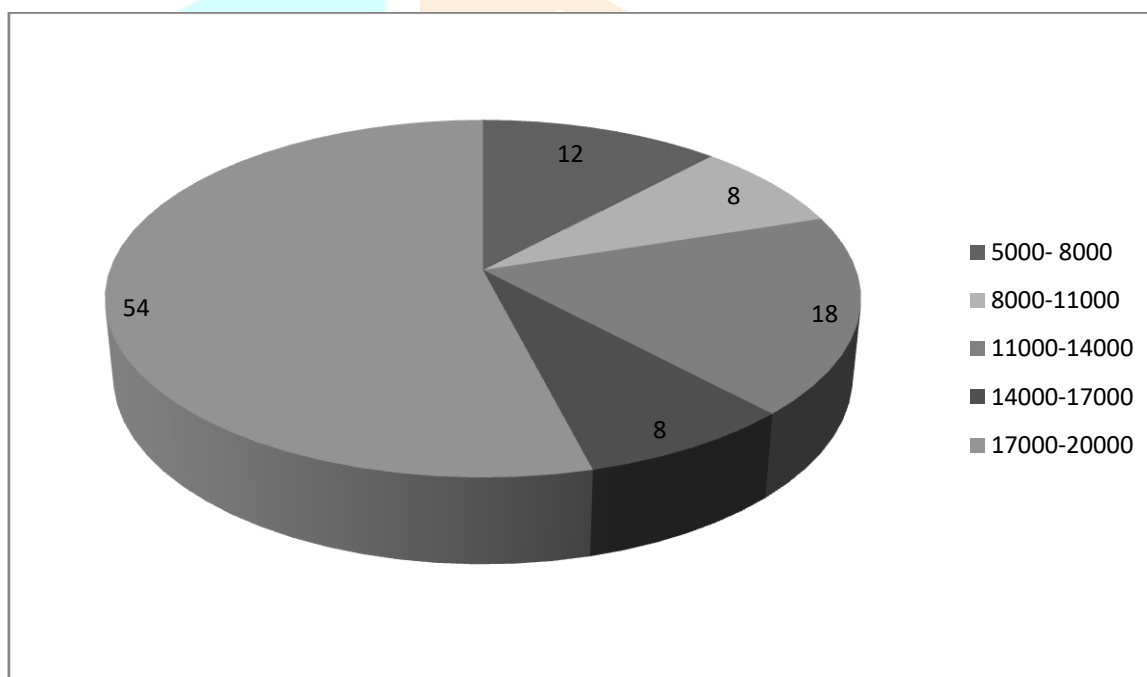
SR NO	EDUCATIONS	NO OF RESPONDENTS	PERCENTAGES
1	SSLC	17	34
2	ITI	28	56
3	DEGREE & ABOVE	5	10
4	TOTAL	50	100

CHART NO 3**INTERPRETATION**

The above table states that 56% of respondents were diploma/ iti holders and only 10% of the respondents were having education of degree and above

TABLE NO 4**RESPONDENTS BY THEIR PAY**

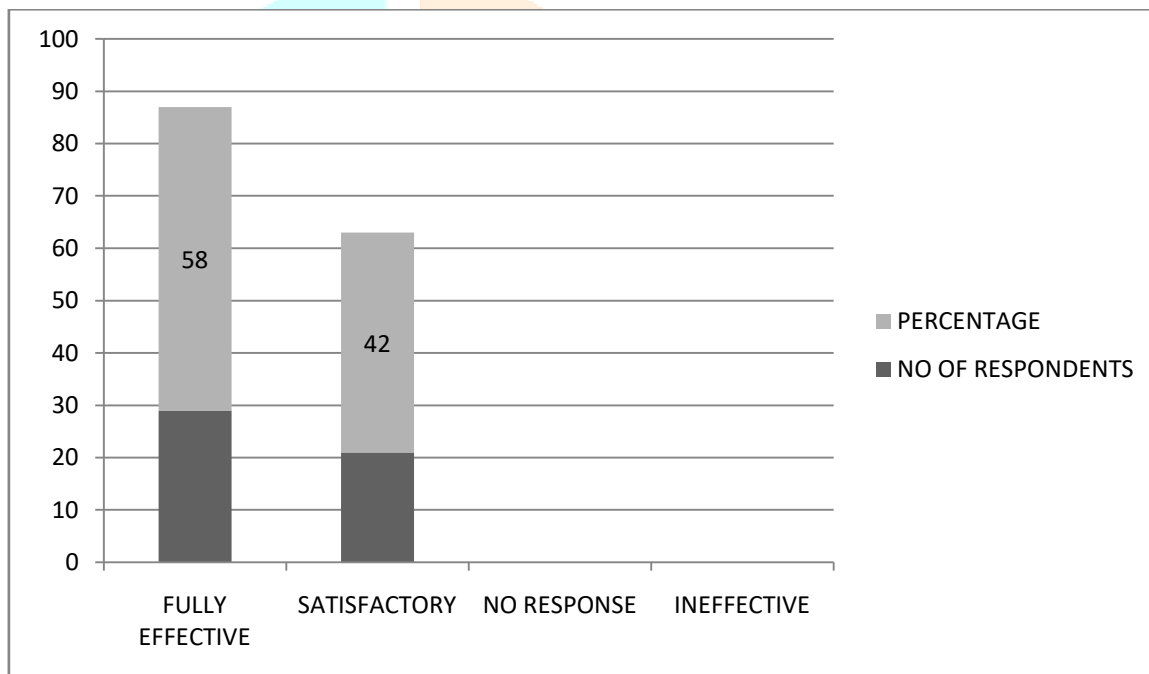
SR NO	BASIC PAY	NO OF RESPONDENTS	PERCENTAGE
1	5000-8000	6	12
2	8000-11000	4	8
3	11000-14000	9	18
4	14000-17000	4	8
5	17000-20000	27	54
	TOTAL	50	100

CHART NO 4**INTERPRETATION**

The above table reveals that 54% of the respondents were drawing basic pay of Rs 17000-20000 and only 8% of the respondents were drawing the basic pay of Rs 14000-17000 and 8000-11000.

TABLE NO 5**THE EFFECTIVE DIMENSIONS OF TRAINING ON WORK PERFORMANCE**

SCALE	NO OF RESPONDENTS	PERCENTAGE
FULLY EFFECTIVE	29	58
SATISFACTORY	21	42
NO RESPONSE	-	-
INEFFECTIVE	-	-
TOTAL	50	100

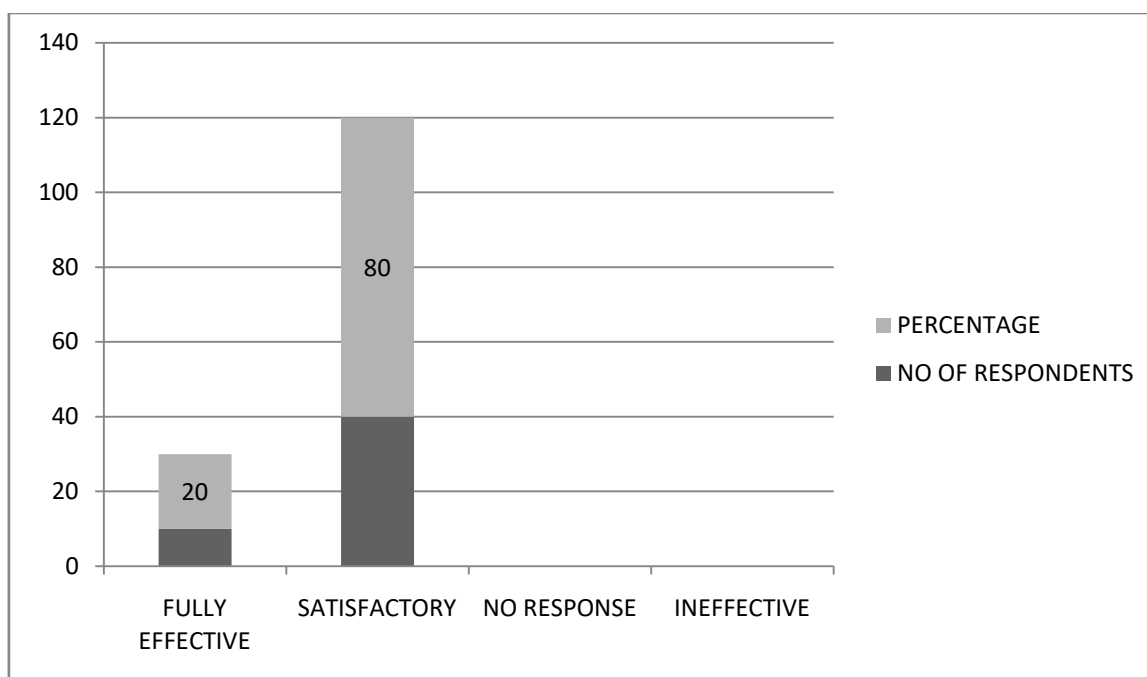
CHART NO 5**INTERPRETATION**

From the above chart it is clear that 58% of the employees say training is fully effective on their work performance and 42% of the employees are satisfied by training programme.

TABLE NO 6**THE EFFECTIVENE DIMENSIONS OF TRAINING BN REDUCING****ABSEENTISM**

SCALE	NO OF RESPONDENTS	PERCENTAGE
FULLY EFFECTIVE	10	20
SATISFACTORY	40	80
NO RESPONSE	-	-
INEFFECTIVE	-	-
TOTAL	50	100

CHART NO 6



INTERPRETATION

From the above chart that 80% it is found that the employees say that training is satisfactory for reducing absenteeism effective and 20% of the employees say that it is fully effective in reducing absenteeism.

TABLE NO 7

TABLE SHOWING DIMENSIONS OF SATISFACTION AMONG EMPLOYEES WITH TRAINING PERFORMANCE

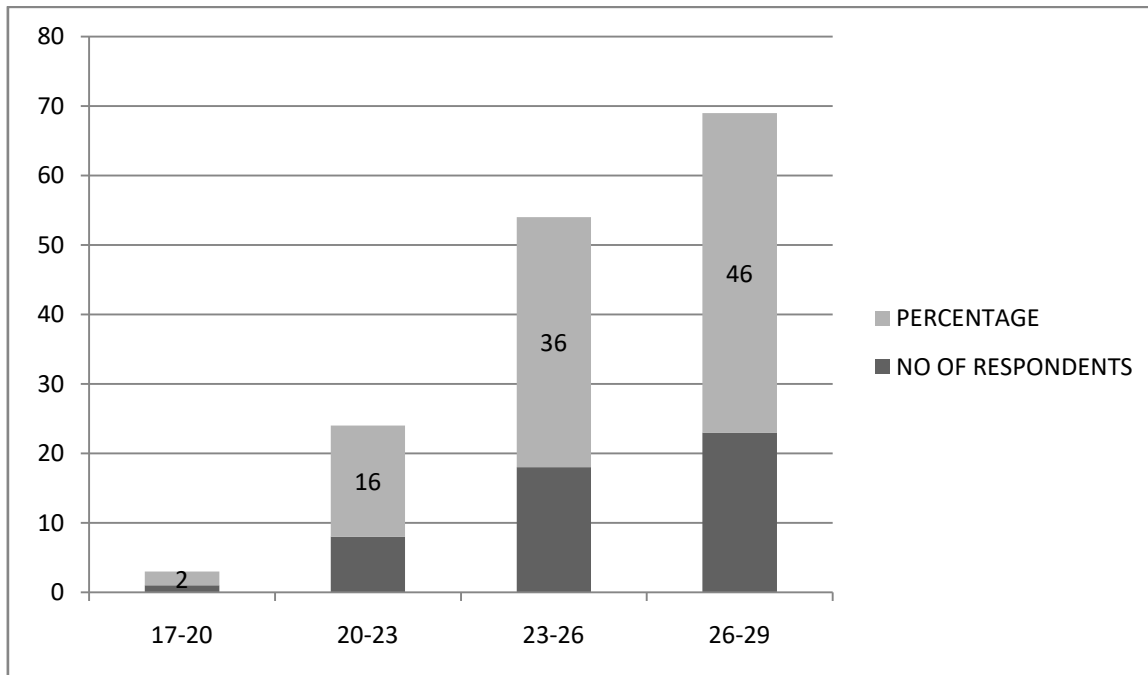
PARTICULARS	FULLY SATISFIED	SATISFACTORY
Meaning to job	21 (42)	29 (58)
Made a better worker	26 (52)	24 (48)
Usefulness of training	33 (66)	17 (34)
Job satisfaction	38 (76)	12 (24)
Impact on personal life	25 (50)	25 (50)

The table reveals that 76% of the respondents were fully job satisfied by the training programme, 42% of the respondents were fully satisfied with the training programme in adding meaning to their job, 52% of the respondents were fully satisfied that it made them a better worker, 66% of the respondents find training as very useful and 50% of the respondents had a good impact on family life.

TABLE NO 8

RESPONDENTS BY EXPERIENCE

SR NO	EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE
1	17-20	1	2
2	20-23	8	16
3	23-26	18	36
4	26-29	24	46
	TOTAL	50	100

CHART NO 8**INTERPRETATION**

The table above reveals that 46% of the respondents were having the experience of 26-29. And only 2% of the respondents were having the experience of below 20 years.

FINDINGS , RECOMMENDATIONS AND CONCLUSION**FINDINGS**

The following are the various findings during the research:

- ❖ All the respondents were aware about various training programmes in the organization. There were in-house training program and sponsored training programmes.
- ❖ More than half i.e.54% of the respondents were drawing basic income of Rs 17000-20000
- ❖ Greater majority of respondents 92% were above 35 years age.
- ❖ More than half .i.e. 58% of the respondents were ITI professionals
- ❖ More than half i.e. 60% of the respondents were electricians and 24% were operators
- ❖ An overwhelming majority 82% of the respondents were having 23 years of experience
- ❖ More than half .i.e. 585 of the respondents revealed that training programme was fully effective for improving work performance

- ❖ A little over one third .i.e.34% of the respondents stated that training programme was satisfactory for imparting proper knowledge
- ❖ All the respondents were of the view that the training programme was not so effective for improving communication skills.
- ❖ More than half .i.e.56% of the respondents stated that training programme was fully effective for reducing industrial accidents.
- ❖ Majority 80% of the respondents stated that training programme was satisfactory for reducing absenteeism
- ❖ Majority 96% of the respondents stated that training was satisfactory for controlling conflict among workers.
- ❖ All the respondents revealed that training programme was satisfactory for reducing work stress
- ❖ Majority 98% of the respondents were of the opinion that training programme was satisfactory for gaining practical knowledge regarding work
- ❖ All the respondents revealed that training programme was satisfactory for gaining co-ordination among workers.

RECOMMENDATIONS

The suggestions for implementation by the organization for improving effectiveness of training programme:

- ❖ Efficient and competent trainers for in house training programmes should be provided
- ❖ As most of the workers were not satisfied with the duration of training programme, it is suggested that the company allot more duration for the training programme
- ❖ Greater importance may be given to improve the communication skill.
- ❖ More training programmes are to be provided to improve co-ordination among the workers

CONCLUSION

A Study on an effectiveness of training among Employees at Travancore Cements Ltd, Nattakkom was conducted. The study was done to find out the effectiveness of training in various fields and also to find out the level of satisfaction of the employees after attending various training programmes.

The company is providing both the in- house and sponsored programmes to the workers. And it is found out that most of

the employees are of the opinion that more training should be provided to them to enhance communication skill, to improve co-ordination among the workers.

This research study was great useful for the researcher as it helped to know about the company and also how training are been provided to the employees and also about various types of training been provided to them.

It is hoped that the management will find the suggestions and the study meaningful.kjkjk

BIBLIOGRAPHY

- 1) Shashi k, Gupta, Rosy Joshi (2013), Human Resource Management, Kalyani publishers, New Delhi.
- 2) Gupta C.P (2006) Human Resources Development, Sultan Chand & Sons educational publishers, New Delhi.
- 3) Aswathappa .K. (2002) Human Resource and Personnel Management, Tata Me Graw Hill Publishing Company Ltd, New Delhi.
- 4) Biswajeet Pattanayak(1997), “ Human Resource Training - Study on Training need assessment of Indian Industries”, First Edition 1998, Published by S.Chand & Company Ltd, pp 51-62.
- 5) Biswajeet Pattanayak (1997), “ Human Resource Training - Study on Training Evaluation of Indian Industries”, First Edition 1998, Published by S.Chand & Company Ltd, pp 99-114.
- 6) Ian Beardwell & Len Holden (1994), “ Human Resource Management, first edition, 1994, published by MacMillan India Ltd, pp342-344.