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A Study on Effectiveness of Training & Development at Ultra Tech Cements Ltd

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Mr. Anil Kumar Bedge²

Abstract

The study outlined in this report is designed to support the improvement of outcomes of Rajashree Cement Ltd. The Objectives of the study are to understand the organization objective and need, employees need regarding training and development. To investigate the methodologies adopted by the company in terms of training and development. How well the T&D process is implemented in the organization, how the training and development is helping employees, to improve their skills, performance, understand the work and gain knowledge. These recommendations are built upon company's existing training need analysis, training designs and advocate the use of individualized training plans whenever possible and also to make training and development more effective for organizational excellence.

Keywords: *Process of T&D, Training Designs, and Training need analysis*

Introduction

Competitive performance in any organisation is the result of recognizing human resources as valuable assets. A prudent organization seeks to align individual and organisation goals by crafting HR strategies to stay ahead in the competitive business environment. In the knowledge driven world of today, the pace of change is very fast. Even to say at the same place, the organizations have to run fast. Strategic advantage to the organizations comes only from the core

competences, which are developed by the individuals working in it. Such levels of excellence can be achieved only by investing in people. Investment must not confine to compensation only, but must entail the inputs aimed at updating the skills of the employees. Training is one such activity to cure the organizations from sluggishness and facilitate organisation & employees to realize their goals & thereby gain competitive advantage.

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About the Company

Rajashree Cement, A unit of Ultra Tech Ltd. Established in 1983 with a capacity of 0.50 MTPA at Malkhed in Sedam (Tq) of Gulbarga district of Karnataka State. On the Hyderabad-Mumbai BG line at a strategic location with regard to its market base. It is well connected by Rail with major cities of Hyderabad, Bangalore, Mumbai and Chennai.

The salient facts about Rajashree Cement:

- Rajashree Cement is a unit of Ultra Tech Cement Limited.
- Established in the year 1984 with one unit and now it has 3 units.
- Present production capacity – 4.7 Million Tons Per Annum.
- It also has a captive power plant of 58.2 MW.
- It is one of the largest Cement plant, at a single location in the Country.

Statement of the Problem

Training plays an important role in achieving organizational excellence. It is much needed in today's competitive environment, especially after LPG (Liberalization, Privatization & Globalization). It is need of an hour to understand the employees' perception towards effectiveness of training and

development program to gain the global competitive advantage.

The evaluation should not only cover the training imparted but the improvement in organizational effectiveness and achievement of organizational goals resulting from the contribution of the trained employee.

To ensure all the training and development methods/techniques are well understood by employees and it's helping them to improve their day to day work and their performance. Hence, the researcher undertakes the present study to identify the effectiveness of training and development at Rajashree Cements Ltd.

Objectives of the study

The researcher precedes the study with the following objectives.

1. To understand the strategic objectives of training in organization.
2. To assess how training needs are identified
3. To understand the various training methodologies adopted in an organisation
4. To find out the effective implementation of training.
5. To measure the impact of training on employee's performance.

Scope of the study

The present study is quite important in terms of its scope to identify the overall performance of an employee in an organization after imparting the training and development programs. It is an attempt to make a complete study of training and development in Rajashree Cements Ltd., by applying statistical tools to calibrate as to how RCL can incorporate in the qualities of global competitiveness.

Research Methodology

A pool of 50 samples has been taken for the study. A structured interview with inclusion criteria of minimum as well as maximum work experience in the respective sector was capped for responding representing above mentioned subject. Response was gathered on a 4 to 5 point scale. To minimize subjectivity in the understanding and interpretation of the need of training and development, an explanation of cases was given to the respondent. Data was analyzed through Correlation using Microsoft Excel.

Hypothesis

1. There is no significant relationship between training needs with organizational strategy.

2. There is no significant relationship between training needs and productivity.

Review of Literature

Kodwani (2004), in his paper the researcher highlights the Training and development plays an important role in improving organizational effectiveness. This is much needed by Indian public sector enterprises in the competitive environment after liberalization and globalization. The objectives of the study are to: (i) Understand current training and development policies and practices of a public sector enterprise; and (ii) Critically analyze them and to find scope for further improvements to make them more effective. In order to make the training more effective in improving organizational as well as individual performance, it is important that perception regarding effectiveness of training be made positive. This can be done by employees' involvement in training and development activities, by creating good learning environment, by providing encouragement in terms of promotion or increment and above all, by linking training more closely to work practices.

Analysis and interpretation

Table – 1

Options	Response	
	No. of Respondents	Percentage
Strongly agree	8	16.00%
Agree	28	56.00%
Somewhat agree	11	22.00%
Disagree	3	6.00%

Organizational Strategy at Rajashree Cements Ltd.

Source: Primary Data

From the above table describes about the organizational strategy at Rajashree Cements Ltd. An analysis it's clear that majority of respondents are of the opinion that the organization considers that training as one of the strategies. Hence the training and development programs help to develop employee skills, to perform better. This results in productivity and performance of the employees.

Table – 2

Comfortable and confident in delivering the jobs after the training program

Options	Response	
	No. of Respondents	Percentage
Very true	6	12.00%
Partially true	34	68.00%
True	4	8.00%
False	6	12.00%

Source: Primary Data

The above Table – 2 analyses the comfortable and confident in delivering the jobs analysis, it's clear that most of the employees feel they are confident and comfortable in delivering their jobs after the training programs.

It means majority of the employees grasping the training programs. The level of comfort and confidence after training program is positive.

Table - 3

Present methodology adopted in training

Options	Response	
	No. of Respondents	Percentage
Extremely satisfied	7	14.00%
Satisfied	35	70.00%
Dissatisfied	6	12.00%
Extremely dissatisfied	2	4.00%

Source: Primary Data

Table – 3 shows the present methodology adopted in training. The above analysis it is clear states that the majority of the employees are satisfied with the existing training programs.

The present training methodologies are, interesting, cover the syllabus and help the employees understand clearly.

Table – 4

Period of Training Program

Options	Response	
	No. of Respondents	Percentage
Once in 3 month	38	76.00%
Once in 6 month	12	24.00%
Once in a year	0	0.00%
As and when required	0	0.00%

Source: Primary Data

The above Table – 4 indicates the period of training program. An analysis shows that the majority of the employees say the organization should provide training program once in three month. Learning is an ongoing process and training should be given time to time or as and when required.

Table – 5

Influence of Training Program

Options	Response	
	No. of Respondents	% of Respondents
Influenced to greater extent	29	58.00%
Influenced to only some extent	7	14.00%
Influenced to slighter extent	9	18.00%
Not at all influenced	5	10.00%

Source: Primary Data

The above Table – 5 shows the influence of training program. From the above analysis, it is evident that the training programs influenced to greater extent to majority of the employees. The training program should not only helpful for the performance but also influence for job nature.

Table – 6

Adequate time to plan improvements in the job after the training sessions

Options	Response	
	No. of Respondents	Percentage
Strongly agree	8	16.00%
Agree	6	12.00%
Somewhat agree	14	28.00%
Disagree	22	44.00%

Source: Primary Data.

From the above data analysis it is found that majority of the respondents feel that they were not given sufficient time to plan their improvements in their job.

One of the purposes of training programs is to improve the performance in the job.

Table – 7

Have your post training performance helped in promotions?

Options	Response	
	No. of Respondents	Percentage
To a great extent	3	6.00%
To some extent	5	10.00%
To a slighter extent	34	68.00%
No changes	8	16.00%

Source: Primary Data

From the above analysis it is found that for majority of the employees say the post training performance helped them to a slighter extent in promotions. This motivates the employees to learn and perform better. The employee satisfaction level will be high if the training programs helping them for promotions.

Table – 8

Theoretical & Practical Aspects of Training Program

Options	Response	
	No. of Respondents	Percentage
Strongly agree	31	62.00%
Agree	10	20.00%
Somewhat agree	9	18.00%
Disagree	0	0.00%

Source: Primary Data

From the above analysis it is evident that majority of the respondents strongly agree that they were able to completely transform the theoretical and practical aspects of their training program at their work place. Knowing or Understanding theory and implementing the knowledge practically improve the performance and productivity.

Table – 9

Opinion on the duration of the training program

Options	Response	
	No. of Respondents	Percentage
Excellent	6	12.00%
Very good	14	28.00%
Good	24	48.00%
Poor	6	12.00%

Source: Primary Data

From the above analysis it's clear that, majority of the employees say the training programs duration is good. The duration of the training programs should be planned wisely. It must cover all the important areas without wasting time and should be interesting, for that the training program duration should be good.

Table – 10

Effectiveness of Training Program on Productivity

Options	Response	
	No. of Respondents	Percentage
Strongly agree	3	6.00%
Agree	29	58.00%
Somewhat agree	11	22.00%
Disagree	7	14.00%

Source: Primary Data

From the above analysis it is evident that majority of the respondents agree that the training programs conducted has helped in achieving higher productivity. That inspires both employer and employee to work more and achieve more.

Table – 11

Do your line managers provide right kind of climate to implement new ideas and methods acquired during the training?

Options	Response	
	No. of Respondents	Percentage
Strongly agree	11	22.00%
Agree	33	66.00%
Somewhat agree	6	12.00%
Disagree	0	0.00%

Source: Primary Data.

The above table clear that majority of the respondents agree that their line managers provide right kind of climate to implement new ideas and methods acquired during the training and they are highly supportive. This motivates employees to learn, and they will be more enthusiastic at their work.

Table – 12

Frequency of error been reduced after the training session

Options	Response	
	No. of Respondents	Percentage
To a greater extent	5	10.00%
To some extent	39	78.00%
To a slighter extent	0	0.00%
No changes	6	12.00%

Source: Primary Data.

From the above analysis it is found that majority of the respondents say, the frequency of error is reduced to some extent after training sessions. It means most employees performing better and the training programs helping them in reducing the frequency of errors and improving their performance.

Table – 13

Important barriers on training and development

Options	Response	
	No. of Respondents	Percentage
Time	25	50.00%
Money	1	2.00%
Lack of interest by the staff	8	16.00%
Non-availability of skilled	18	36.00%

Source: Primary Data.

From the above analysis, it's found that most of the respondents experienced that the important barrier to training and development is time. The organization has to take this very seriously and plan wisely.

The time plan should be effective for fulfilling the training and development purpose.

Table – 14

Enough practice has helped me in acquiring job related skill during training sessions.

Do you agree with this statement?

Options	Response	
	No. of Respondents	Percentage
Strongly agree	9	18.00%
Agree	19	38.00%
Somewhat agree	15	30.00%
Disagree	7	14.00%

Source: Primary Data.

From the above data analysis, it's is clear that for majority people agree that enough practice has helped in acquiring job related skill during training sessions. The organization should motivate more effectively on this that will be helpful for both employer and employees.

Table - 15

The equipment used in training are similar to the equipment found on the job.

Options	Response	
	No. of Respondents	Percentage
Strongly agree	28	56.00%
Agree	7	14.00%
Somewhat agree	11	22.00%
Disagree	2	4.00%

Source: Primary Data.

From the above analysis it's clear states that most respondents observed that the equipment used in training are similar to the equipment found on the job. This helps the employees to perform better. The change in equipment may lead to confusion, errors, and accidents.

Table – 16

Training Effectiveness and Review System (TERS)?

Options	Response	
	No. of Respondents	Percentage
Extremely happy	9	18.00%
Very happy	24	48.00%
Happy	13	26.00%
Not at all happy	4	8.00%

Source: Primary Data.

From the above analysis it is evident that majority of the respondents are very happy with the review system of the organization i.e., Training Effectiveness and Review System. Review of the performance definitely helps employees to improve their performance and inspires to work more, perform better.

Hypothesis Testing

H₀ – There is significant relationship between training effectiveness and productivity

		Training Effectiveness	Productivity
Training Effectiveness	Pearson Correlation	1	0.918 ^(**)
	Sig. (2-tailed)		0.000
Productivity	Pearson correlation	0.918 ^(**)	1
	Sig. (2-tailed)	.000	
	N	50	50

****Correlation is significant at 0.01 level (2-tailed)**

The results indicate that the correlation between training effectiveness and productivity is 0.918. Since correlation is significant at 0.01 levels (2-tailed) the hypothesis will be rejected.

H₀ – There is significant relationship between organizational effectiveness and productivity

		Organizational Strategy	Productivity
Organizational Strategy	Pearson Correlation	1	0.9719 ^(**)
	Sig. (2-tailed)		0.000
Productivity	Pearson correlation	0.9719 ^(**)	1
	Sig. (2-tailed)	.000	
	N	50	50

****Correlation is significant at 0.01 level (2-tailed)**

The results indicate that the correlation between training effectiveness and productivity is 0.9719. Since correlation is significant at 0.01 levels (2-tailed) the hypothesis will be rejected.

Findings

Based on the survey conducted in Ultra Tech Cement Ltd. and analysis and interpretation of the data collected the below findings are recorded.

1. Most of the employees are confident and comfortable in delivering their jobs after the training programs.
2. Employees are satisfied with the training methodologies.
3. Training programs influenced to greater extent to majority of the employees in their job.
4. Employees are able to completely transform the theoretical and practical aspects of their training program at their work place.

5. Most employees feel that they were not given sufficient time to plan their improvements in their job.
6. The important barrier to training and development is time.
7. Training programs conducted helped in achieving higher productivity.
8. Line managers provide right kind of climate to implement new ideas and methods acquired during the training and they are highly supportive.
9. The frequency of error is reduced after training sessions.
10. Enough practice has helped them in acquiring job related skill during training sessions.
11. The equipment used in training are similar to the equipment found on the job.
12. The post training performance helped employees to a slighter extent in promotions.
13. Employees are very happy with the Training Effectiveness and Review System.

Suggestions

After training sessions, the line managers should give adequate time for the employees to plan and improve their job. The important barrier for Training and Development programs is time. The organization should adjust the production

schedule or any other alternatives, so that every trainee should get convenient time for attending training programs and to improve their performance. The organization can plan for internal customer satisfaction survey, which facilitate employees to open up more and helps in improving self & also suggest measures to improve organizational effectiveness.

Conclusion

The Ultra Tech Cement Ltd has a wonderful organizational culture. It has excellent working environment fueling in organizational growth and enriching employee's life - both personally and professionally. The barrier for training and development is time because of hectic production schedule. The organization should workout proper schedule, so that every trainee should get convenient time for attending training programs and to improve their performance. Sufficient time for employees to plan their improvements in job is necessary.

Majority of the employees are happy with training and development programs, with the methodologies and satisfied with the post training performance. The employees believe that training and development programs help them to improve their performance and also to enhance their

skills, and knowledge. This in turn enriches their personal life too.

The simulation training method is very effective and successful. The organization believes in team work and human resource as biggest asset. Through the study, employees at Ultra Tech Cement Ltd. are happy and satisfied with the current training and development programs conducted in their company. Final conclusion of this study is that the training and development programs at Ultra Tech cement Ltd are effective.

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