



**A RESEARCH PAPER ON “TO STUDY THE EFFECTIVENESS OF EMPLOYEES
TRAINING & DEVELOPMENT PROGRAMS”**

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Abstract

“To Study the Effectiveness of Employees Training & Development Program”. The prime objective of research is to study the changes in skill, attitude, knowledge, behavior of Employees after Training program. It also studies the effectiveness of Training on both Individual and Organizational levels. Due to this research we are able to absorb current trends related to whole academic knowledge and its practical use. Such research is exposed us to set familiar with professional environment, working culture, behavior, oral communication & manners. Since the training is a result oriented process and a lot of time and expenditure, it is necessary that the training program should be designed with a great care. For evaluating effectiveness if training a questionnaire has to be carefully prepared for participants in order to receive feedback.

THE CONCEPT OF TRAINING AND DEVELOPMENT: -

“Training is the act of increasing the knowledge & skill of an employee for doing a particular job”. Training is short term educational process. Training improves, changes, molds the employees knowledge, skill behavior, aptitude & towards the requirement of the job and organization.

INTRODUCTION:- CONCEPT & CONTEXT OF THE RESEARCH: - An organization may be manufacturing firm a business concern, an insurance company, a government agency, social organization, hospital, a university, a public school or a regional

trust, it may be large, small or complex, is a human grouping in which work is done for the accomplishment of some specific goals or mission.

Industrial organization is a gigantic structure that is supported by 4M.

1. MAN
2. MACHINE
3. MONEY
4. MATERIAL.

The above factors are taken into consideration their current evolution where knowledge management is important it has proved that HUMAN is the important factor. A human power is important factor, it also essential that this labour force is effective and training can develop their abilities and effectiveness in their individual job. Training is not only valuable to the employer.

RATIONALE OF THE STUDY: -

1. I have chosen this research topic because training is an important phenomenon. It plays very important role in organization's development.
2. Here are some points given below which made me to go for this study.
3. Training helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
4. Training helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
5. Training helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
6. Training helps to provide an opportunity and broad structure for the development of human resources, technical and behavioral skills in an organization.
7. It also helps the employees in attaining personal growth.
8. It helps in creating the learning culture within the organization.
9. Training helps in creating the healthy working environment. It helps to build good employee relationship so that individual goals align with organizational goal.
10. Training helps in improving upon the quality of work and work-life.
11. Training helps in improving the health and safety of the organization thus preventing obsolescence.

EMPLOYMENT OPPORTUNITIES:- A job in Indian Sugar Industry has created ample employment opportunities in rural India. Today the Indian Sugar Industry has absorbed about

5 lakh rural people. The cultivation of sugarcane employs about 4.5 crore farmers which is the first phase of the sugar production. Indian Sugar mills may be cooperatives, public or private enterprises. The industry today provides employment to about 2 million skilled/semiskilled workers and others mostly from the rural areas.

People interested for Jobs in Sugar Industry should be a diploma holder in Mechanical or electrical engineering along with the diploma in the sugar technology. At the entry level one can expect a remuneration of RS. 6000-7000 per month and as with experience increases the pay may go up to RS. 6 to 15 lakh per annum. Sugar technologists are usually employed in sugar factories, alcoholic or non- alcoholic production plants or sugar research labs.

There is marvelous achievement for the first time, Indian white sugar was marketed by ISEC for direct consumption in Europe while in the past Indian sugar shipped to Europe was diverted to other destinations. In the year 2000, 10,000 MT was exported in containers for direct consumption in the European countries.

1. The following policy initiatives are taken to boost the Sugar industry:-

Government declared the new policy on August 20, 1998 with regards to licenses for new factories, which shows that there will be no other sugar factory in a radius of 15 km.

2. Setting up of Indian Institute of Sugar Technology at Kanpur is meant for improving efficiency in the industry.

3. In the year 1982, the sugar development fund was set up with a view to avail loans for modernization of the industry.

OBJECTIVE AND SCOPE OF THE RESEARCH

OBJECTIVES: -

1. To study on effectiveness of Training and Development.
2. To know the perception of the employees regarding training method.
3. To identify how training assists the employee to acquire skill, knowledge, attitude & also enhance the same.
4. To study whether training help to motivate employees & help in avoiding mistake.
5. To study the change in knowledge implementation of ideas in work and behavior of the employee after training program.
6. To find out the level of satisfaction among all employees regarding training and development program in organization.
7. To study the effectiveness of training on the individual level.
8. To find out the shortcoming in training programs if any.

SCOPE OF THE STUDY: The scope of this study is not too far stretching to the whole of K.A.D.G.D.B. L.S.S.K.LTD.Kundal Rather it only covers the training & development activities conducted by K.A.D.G.D. B. L.S.S.K.LTD. For its employees.

This research mainly deals with the present method of training during my tenure of the research. It covers training programmes & excludes all HR activities conducted before & after training. The research was based on the information provided by the various.

The research was conducted in the form of open ended questionnaires and discussed with the HR & Personnel Manager.

RESEARCH METHODOLOGY: Data is gathered first hand & thus is original. Primary data were collected from employees already have gone by these method of training & the ability to perform accordingly.

Primary data can be collected through observation or through direct communication with respondent in one form or another or through personal interviews; it is called as primary data.

The Collection of primary data requires considerable time. In this research primary data were obtained by, interviewing the personnel manager of K.A.D.G.D. B. L.S.S.K.LTD. Kundal

Techniques of primary data collection: -

1. Observation
2. Questionnaire
3. Interviews

The data, which has already been gathered for some other purpose when used, is called secondary data. Secondary data are gathered from the office website of the company and from reference books. Thus secondary data is either published or not published. Published data comprises of technical & trade journals. Books, magazines, newspaper & internet. For this, prior study was important & for this I have to go through the various notes of the company to get an idea of the products & concerned staff of the department to dealing with the products directly & indirectly. For the project, sources for Secondary data included- Journals, Induction manual and database available within the company. The collection of secondary data is requires less time since it is available already.

Techniques of secondary data collection:

1. Books.
2. Newspaper.
3. Internet.
4. Annual Budget.

ANALYSIS TECHNIQUES: This is the technique selected by me to collect the data from the respondent. For the study scheduled was selected as the instrument for the research work. I have interviewed all the samples personally with the help of developed scheduled to collect the primary data for the research work.

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LIMITATIONS:- This research is a collection of study, observation & practical experience during my research where I was a member of the team working in T &D of employees. I tried to perform this research in best possible manner to avoid lackness. Inspire of all my efforts in this regard but due to the stretching activities conducted at K.A.D.G.D. B. L.S.S.K.LTD. Kundal My research may lack in some of the heads where there is chance of further elaborating study on the same research subject.

1. The main limitation is the time factor so full and complete information could not be gathered. Workers are engaged in different shifts so that, it is not possible to interview each and every worker in shifts.
2. Due to constraint of time, it is not possible to compare training & development of employees of other companies with K.A.D.G.D. B. L.S.S.K.LTD. KUNDAL.

OBSERVATIONS AND FINDINGS:- Though by and large a substantial number of employees are content with the way the research was conducted, still there is scope to analyze at micro level whether the negative respondents were either non-attentive, confronted, confused etc. Based upon the data there is a scope to take corrective action.

1. The co-operation between the colleagues and the level of support they share with each other binds them in attachment towards the company.
2. Training is provided to new joiners who include fresh graduates.
3. Such training program includes technical & non-technical training programs. Training need is identified through performance appraisal and assessment feedback of supervisor.
4. Regional behavior & language influence is higher during training & even after delivering their language the desired effects are not seen.
5. Some of the superiors do not bother to make development action plans & submit them to the trainers.
6. The findings from the data analysis is that the questionnaire shows a positive improvement, enhancing & overall rating about the training program.
7. The reality training & simulation were thoroughly enjoyed by the employees who have received it.
8. An organization has on full fledged training system, which looks after all the training activities.

9. Training policies of the company has always been good, with the full support of management of workers.
- 10 Enough practice given to the employee during the training session. 80% employees agree with the practice session.
11. Attitude about training program of employee are positive.
12. Minimum 15-40 days for implementation for trained, knowledge & skills. 40% training is fulfilled.
13. Time is important barrier to training& development in organization.
14. Feedback relating to change in the behavior pattern & scope for redesigning subsequent training programs need to be examined & explored in proper perspective.

SUGGESTIONS & RECOMMENDATIONS: - In today's competitive world attitude is the factor which is the dividing line between failure and success. Thus recruitment of the employees must be made not only on skills & knowledge but also the attitude of the employee. If an employee has a positive attitude then training for him or her can be more effective he or she has a positive effect on the climate.

1. Training program should be frequent. This will help the employees to understand the training objectives properly.
2. Training program should be update yearly.
3. The training records must be maintained, preserved properly & updated timely.
4. Proper care should be taken while selecting the trainers.
5. Trainers must be given continuous feedback & the training should be performed as a continuous planned activity.
6. New & different trainers should be invited so that the maximum impact can be got from the training programmers.
7. Co-ordination & interaction of the employees of all levels must be encouraged to locate new talents among employees.
8. The development action plans must be prepared and given to the trainers as soon as possible for further follow up from the side of the trainers.
9. Some mind game or brain storming program should also be included during the class room training to make trainees more attentive.
10. The presentation method, class room training should be concluded because it is simple & under stable.
11. Organization should be adopting new method of training i.e. off the job training method.

CONCLUSION: Analysis of all the facts & figures the observations and the experience during the research period gives a very positive conclusion regarding the training imparted by the trainers. The trainers performing its role up to the mark & the trainees enjoy the training session imparted especially the reality learning & simulation.

The training imparted meets the objectives like: -

1. Effectiveness of the training & its resultant in the performance of the employees.
2. Assist the employees to acquire skills, knowledge, & attitude.
3. Help to motivate employees & helps in avoiding mistakes.

It becomes quite clear that there is no other alternative or shortcut to the development of human resources. If we have to meet the challenges of technology, social, & economic we have to train the HR irrespective to their category at which they work in the organization. It is concluded that training and development activities are designed, considerable cost not with the standing, to impart skills, abilities & knowledge to employees. Skills, education development, ethics attitudinal, change & making skills go in to any program of training & development function. The training & development function of HR & Personnel department is very important for running the fornication. The present global environment makes the activities of training and development as most necessary because technology changing fast & this plays very vital role for achieving not only individual and organizational goal objective but also the successes for our country. From the finding and over all study conclusion can be drawn that K.A.D.G.D. B. L.S.S.K. LTD. has well defined training procedure they have accepted that training is problem solving device the training program are scheduled and designed perfectly. A program of training & development is imparted as it lends stability & flexibility to an organization, besides contributing to its capacity to grow. Accident, scrap& damage to machinery equipment can be avoided or minimized.

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