

A Research on the Efficacy of Employee Training in Cement Manufacturing Company, Trichirapalli

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Abstract

Business research is an important aspect in the globalised era. It is defined as the systematic and routine process of generating information for aid in business decision making. This paper attempts to highlight an original research on evaluating the effectiveness of employee training in a cement manufacturing company. To survive in the globalised era, organizations need to continuously develop the knowledge, skill and ability of their human resources throughout the year, the organization spend a huge amount of money for the purpose of training and development of the human resources. But the crucial point is effectiveness. The training evaluation is a means by which participants express their feedback regarding the effectiveness of training through a qualitative and quantitative survive questions. The following are the objectives of the study. To know the various training programmes and to gauge the effectiveness in the organization. To review how effective is the training functions. To measure about the adequacy of the training for improving skill and competency of employees. Employees satisfaction on training activities in quite high.

Introduction

Business research is an important aspect in the globalised era. It is defined as the systematic and routine process of generating information for aid in business decision making.

Training and development

Accountability and result-oriented are the two major or issues in today's turbulent business environment. Organizations adopt various strategies and techniques for this. Human resources are the focal for these issues like any other issue of organization. To survive in this turbulence, organizations need to continuously develop the knowledge, skill and ability of their

human resources. Throughout the year, the organization spend a huge amount of money for the purpose of Training and development of the human resources. But the crucial point is effectiveness. To measure the effectiveness, a number of Training evaluation models and techniques are available. But to what extent it is carried out and their utilities are the major concerns of the HRD experts till date. In this back drop the present paper aims to gauge the effectiveness of training and how employees perceive Training. The study has been carried out in a major cement manufacturing industry located in Trichirapalli, Tamil Nadu.

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Meaning of Training

According to Rabin hood, it is the systematic analytical based designing of methods and media so as to enable an individual or group to learn pre-determined knowledge and or processes against pre-determined objectives and apply it to a required standard (w.w.w.Master News.Media.org)

Evaluation of Training

The Training evaluation is a means by which participants express their feedback regarding the effectiveness of Training through a series of quantitative and Qualitative survey question completed at the end of the Training programme. Participant's reaction to training can represent instrumental feedback that can drive important changes in any part of the training delivery process, such as refining of training materials and methods or revisions to content.

Present study

The object of the study is to identify the training practices and measure its effectiveness in a large manufacturing cement industry. The study will help the cement industries to evolve their own strategies and mechanisms to measure the training effectiveness. Besides the study will provide a road map to the training catalyst and HRD professionals, to evaluate the training effectiveness which can help in future developments. Thus the present study provides an empirical support to training functionaries based on evaluation of its effectiveness, which may also contribute towards professionals endeavours in the direction of HRD.

Objectives of the study

1. To know the various training programmes and to gauge the effectiveness in the organization.
2. To review how effective is the training functions
3. To measure about the adequacy of the training for improving skill and competency of employees.

Profile of the sample organization

The organization where the study is undertaken is a cement company located in Trichirappalli, TamilNadu for the sake of maintaining confidentiality, the name of the organization is not disclosed and the organization here onwards will be referred as "X".

Training practices at X

The prevailing training practices of the organization "X" are as follows.

- Training is a continuous and ongoing activity in the organization
- Weekly presentation programme is conducted (which is forum for open learning and sharing views)
- Functional, Development Training are organized periodically through in-house programmes.
- Training on TQM, Industrial safety, QC are regularly conducted to make aware on the above aspects to the people and develop their functional capabilities.

- Training on Technical aspects like Alignments, Lubrication, Gearbox maintenance etc. are also organised and quite a large number of employees were covered under such programmes to sharpen their skill and develop competency.
- The organization sponsors the employees for outside programmes where specific training is being imparted on cement manufacturing, which is quite relevant for the employees.
- Training on technical aspects, multi-skilling, inter-personal skill, problem-solving skill are imparted in the organization.

The Mission/Vision statement of the organization "X" reflects as follows:-

Mission / Vision statement of the organization

The mission:

To the shareholders	fair returns
Workers	fair dealings
Customers	quality products
Society	contribution for growth

CORPORATE GOALS

- Zero defect
- Productivity
- Cost effectiveness
- Team work
- Surpass achievements

Keeping in mind of the above mission and vision, the organization "X" makes all efforts and initiatives on various facts of HR functions where Training and learning are given more thrust and considered as top priority by the top management. Training has been considered as a significant tool to bring cultural changes in the organization. Training functionaries is considered as change agent by the top management for the organization.

The training cycle and road map of the training activities are clearly structured in this study unit.

Table No : 1 Training –an overview

Year	In house	External	Employees covered
2003-04	34	20	274
2004-05	30	24	384
2005-06	40	30	448

Source : HRD dept of "X"

Research methodology:-

Keeping in view, the training evaluation model of virmani, the study aims at evaluation the training effectiveness of company "X".

The present study is an attempt to find out the training effectiveness in the organization which is having man power strength of 1092. The sample of the presentstudy consisted of 294 employees of the organization, belonging to all levels including operatives. The primary data were collected through questionnaires, observations as well as in-depth personal interviews of cross-sectional employees. Strategically an objective type of questionnaire is designed to distribute amongst the employees to get opinion on the subject.

Table 2 : Questionnaire Distribution and collection

S. No.	Category	Qn.distributed	Qn.responded	Collection of Qn.
1	Executive	114	100	By person
2	Staff	120	110	-do-
3	Operatives	60	30	-do-
	Total	294	240	

The questionnaire is based on "5 point" scale (5 denoted strongly agree and 1 denotes strongly disagree) The questionnaire covered 24 variables / segments in total

Response to the questionnaire

The following tables (3-5) show the

responses to the above - discussed questionnaire.

The questionnaire contained three parts i.e. pre-training; during-training and post-training and the responses are also tabulated in three parts as given below

Table 3 : Responses to the Questionnaire : (A) pre - training Evaluation

S.No.	Dimension/segment	SA	A	N	D	SD
1	Training is being given adequate importance in your organization	176	16	12	12	24
2	The company has a well-defined training policy	112	80	12	8	28
3	Adequate planning is done before designing the training programme	112	72	24	20	12
4	Employees are consulted before sponsoring them for training	60	60	28	12	80
5	Employees sponsored for training based on Need identification	108	48	24	16	44
6	Your Boss Critically evaluate functional outcome before sponsoring you for training	76	60	36	36	32
7	Employees going for training go with a clear understanding of the knowledge and skills they are expected to acquire	88	68	24	36	28
8	Your HRD Dept conduct briefing and debriefing sessions for the employees going for training	92	52	32	36	24
9	Does your boss take active interest in ensuring tha you attend training?	168	8	20	14	30

Table 4 : Responses to the Questionnaire : (B) During – Training

S.No.	Dimension/segment	SA	A	N	D	SD
10	The recent Training you attended was a good learning experience	160	32	12	28	8
11	Your trainer was competent	104	84	12	32	8
12	You were satisfied with the facilities in the training centre	92	92	12	12	32
13	Training was relevant to the job you attend	100	62	20	12	36
14	You got handouts on the topics of training	60	62	28	20	68
15	Training was planned according to your pre-assessed training needs	60	64	28	20	68
16	You took training seriously	68	48	28	20	76
17	Are you satisfied with the amount of time spent in the training programme	80	50	30	22	38

Table 5 : Responses to the Questionnaire : (C) Post – Training

S.No.	Dimension/segment	SA	A	N	D	SD
18	Employees returning from the training are given adequate free time to reflect and plan improvements in the organization	72	56	24	16	72
19	Your seniors provide right kind of climate to implement new ideas and methods acquired through training	48	34	14	16	24
20	You and your organization utilize and benefits from the training programmes	104	36	20	32	48
21	Your training has contributed towards value addition to your functional abilities	96	40	16	36	52
22	You are able to do your job more efficiently after attending the training programme	92	40	28	32	48
23	Have you make any contribution because of training	84	42	30	34	50
24	Do you feel sufficient follow up on the learning objectives are made after the training	94	42	30	28	46

Data analysis and summary of findings

After analyzing the collected data the findings are as follows:

- (i) The impact of training as a key input for developing the employee ultimately leading to organizational excellence was duly conceived and all efforts were made to measure the effectiveness.
- (ii) The study reveals that majority of the respondents on most of the factors detailed in the questionnaire have responded positively by ranking strongly Agree to Agree to many of the statements and variables. Hence, it is opined that the overall climate on training are found to be satisfactory.
- (iii) The support made by the top management on training activities are crystal clear which has been observed while reviewing the data
- (iv) Internal and external resource persons are found to be quite competent as revealed from the data analysis.
- (v) As it reflects training is being practiced in certain aspects in a traditional and conventional way which needs to be reviewed.
- (vi) Adequate importance is given to both the aspects of the training i.e. functional and development.

Major findings

- Employees satisfaction on training activities is quite high

- Employees need to be consulted before sponsoring for training programmes. Such contacts help to know the pre-training mindset of the employees. Hence may be implemented.
- Timely providing handouts on the training programme are equally important.
- The implementation of strategies on training inputs is considered as a team effort. Hence the trainee and his superior should discuss after the training session and find out the strategies for implementation.

Suggestions for improvement :

To the Company :

1. Training need assessment process should be unbiased and made transparent based on actual need.
2. The course contents may be given to the proposed participants, so as to acquire a first hand knowledge on the programme and facilitate them for effective participation during the training.
3. The organization should develop training of trainers (TOT) after critical analysis of various inputs of the trainers for conducting the training programme in an efficient way
4. Adequate support must be given to develop right kind of infrastructure to conduct training programme
5. Job profile / job description need to be reviewed more critically and in a scientific way to make TNA more success.

6. There should be close inter-action of the training catalyst and the trainees in a periodical interval so as to make the training inputs more effective
7. Some new techniques and mechanisms may be developed to review training effectiveness quickly and compliance to the participants of the above score.
2. Adequate care on organizing the programme
3. The Department must facilitate 360 degree approach by playing a role of mentor among trainees – trainer – top management
4. All the expenses on account of training is a long – term investment and should not be considered as short-term expenditures.

To the Employee :

1. Employees should take training more seriously for the individual development as well as organizational development.
2. Employees while participating the training programme should forget their routine business and concentrate more to acquire right kind of knowledge.
3. They should feel that training is the only way in which they can sharpen their knowledge and acquire more knowledge by means of learning
4. Every employee should feel that training is expensive on the part of management. Simultaneously they spent their time and energy. Hence they must add value to their functional capabilities
5. Employees need to be consulted to their superiors before attending the training programme to clarify their doubts
6. Employees should develop positive attitude on training

To Training Department :

1. More focus on TNA

5. ROI must be enhanced by the organization through visible benefits.

Conclusion

Evaluating training is not just about whether new skills have been learnt or performance has improved. To get meaningful information, one need to measure what has improved, in what ways, and the precise amount of profit gained.

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