

## TRAINING EFFECTIVENESS AMONG EMPLOYEE'S IN SUGARS AND CHEMICALS INDUSTRIES

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### Abstract

Training is necessary in all the organization because without training, the organization cannot achieve without increasing employees' competencies, capabilities, skills etc through adequate training designs. The objective of this study is to examine the training methods, employee's opinion and satisfaction towards the training programme. The research design used for this study is descriptive in nature. The data collected from the employee of Dharani sugars and chemical. SPSS package has been used for analyzing the collected data and percentage analysis and hypothesis testing (chi square test and correlation & coefficient test). The study found there is a positive relation between training programmes and performance of employees. The research work also found that only 30% of the respondents felt that wastage is reduced after training programmes. So, maintain the wastage reduction related training programme that will leads to improve the productivity. The organization give technical training well and good but the study suggest that they may also provide training in non-technical areas like Development in skill, attitude and behaviour of individual, Reduce anxiety, Interpersonal skills.

**Key words:** Training, Employees, waste reduction, Non-technical training

## INTRODUCTION

Employees are major assets of any organization. Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training and development is a critical process, which seeks to improve the performance of workers in the organisation (Franklin *et al*, 2013). Training is important for the employees development and the employee development encourage self-fulfilling skills and abilities of employee, decreased operational costs, limits organizational liabilities and changing goals & objectives (Raja *et. al* , 2011). Organizational Performance training and development is inevitable and unavoidable in any sector (Kavita Rani & Diksha Garg, 2014).

## Review of Literature

Training and development is on-going process in every organisation. Franklin *et al*, (2013) investigate factors affecting training and development of employees and determine the impact of training and development on organisational productivity at ESCON. Raja *et. al*. (2011) studied On the Job Training and Training Design and Delivery style have significant effect on Organizational Performance and all these have positively effects the training and development affects employees' performance and

organizational effectiveness. Kavita Rani & Diksha Garg (2014) examines the existing training effectiveness of training and development programmes for employees in fulfilment of their duties. Nischithaa P & Narasimha Rao (2014) study identifies the techniques that the hotel industry could use to maintain training and development of their employees and the methods used to evaluate training programs.

Many researcher made a attempted to study the impact of training and development in various industries like bank In Pakistan (Muhammad, 2015) , Nigerian bank (Falola H. O et. al ,2014) District Administration Office in Addis Ababa, Ethiopia (Asfaw *et al.*, 2015), Research Institutes in Kenya (Ombui *et al.*, 2012), Cochin Port Trust (Umesh, 2014), Consulting (Franklin *et al.*, 2013), hotel industry (Nischithaa & Narasimha, 2014) and Karnataka Power Corporation Limited (KPAC) (Srinivas, 2012). But very few study has conducted in sugar industry, this is the attempt to study the effectiveness of training in Dharani sugars and chemicals Ltd, Vasudevanallur.

### Statement of the problem

This study is needed to know about the effectiveness of training programs provided by the organisation. Training becomes inevitable the moment an organization realizes the need for improvement and expansion in the job (Kavita Rani & Diksha Garg, 2014). But often times, organizations provides training for job enlargement and enrichment to promote employees' morale, motivation and satisfaction when in the fact the real problem with work performance lies in capacity development. Training and development affects employees' performance and organizational effectiveness that implies the effort must be made to ensure that employees' skills and knowledge are fully underutilized through adequate and timely training design and implementation (Falola H. O *et al.*, 2014). Training is necessary in all the organization because without training, the organization cannot achieve without increasing employees' competencies, capabilities, skills etc through adequate training designs.

### Objectives of the Study

- To study the methods of training programmes given to the employees in an organization.
- To study the employees' opinion towards motives & satisfaction level of the training programmes.
- To study the impact of training programmes on employees performance.

### Research Methodology

Current research paper is of descriptive type and based on primary data collected through questionnaire filled by the employees from Dharani Sugars And Chemicals Ltd, Vasudevanallur. Fivepoint Likert scale (5-Strongly Agreed, 4- Agree, 3-Undecided, 2-Strongly Disagree, 1-Disagree) that best describes the extent to which the respondents agree with each items in the questionnaire was used. The secondary data includes reference books, journal, research papers and internet. Simple Random sampling method has applied and 150 respondents has selected from employees. The collected data were analysed using statistical tools namely Percentage testing method, Correlation, Chi-square test and Weighted Average rank analysis.

### Result and Discussion

From the table 1, it is understood that, majority of respondents are male (98.7%) and got married (62.6%), belonging to the age group of 26-35 years of age (34.7%), they have formal education qualification till schooling up to HSC (33.3%), earning the monthly salary of less than Rs.6,001 to Rs. 8000 (32.7%), with above six year of experience (32.7%). Majority 74.7% of the employees are expecting on the job training.

From the empirical findings a total of 72% of the employees said job instruction related training has offered through lecture method, 32.7% of the employees attended more than 6 training in a year, 46% of the employees felt training programmes are very useful. The study discussed about the frequency of the training 28% of the employees felt training maybe conduct yearly once, 26.7% felt may offer quarterly, 24.7% of them said once in half yearly, 13.3% of them expressed monthly once and the only 7.3% of them expect weekly training.

**Table 1 Demographic profile of respondents**

factors	No.	%	factors	No.	%
<b>Gender</b>			<b>Marital Status</b>		
Male	148	98.7	Married	94	62.6
Female	2	1.3	Unmarried	56	37.3
<b>Age group</b>			<b>Qualification</b>		
Below 25 years	32	21.3	Below 10 <sup>th</sup>	26	17.3
26 to 35 years	52	34.7	Up to 12 <sup>th</sup>	50	33.3
36 to 45 years	43	28.7	Diploma	47	31.3
Above 45 years	23	15.3	UG Degree	19	12.7
			PG Degree	8	5.3
<b>Income</b>			<b>Experience</b>		
Below Rs.6000	36	24.0	Less than 2 years	36	24.0
Rs.6001 to Rs.8000	49	32.7	2 to 4 years	28	18.7
Rs.8001 to Rs.10000	37	24.7	4 to 6 years	37	24.7
Above Rs.10001	28	18.7	Above 6 years	49	32.7
<b>Preferred Training</b>					
On the job training	112	74.7			
Off the job training	38	25.3			

This study analysed that 54 (36%) of employees had average level, 26 (17.3%) of employees felt poor, 15 (15.3%) of the employees only gave excellent and 19 (12.7%) felt good satisfaction towards training programme. The reason is only internal trainer has undertaken the training. Henry et al., (2011) found that 67% of the employees believe that training contributes to their job satisfaction

**Table 2 Result of Weighted Average Ranking**

Factor	5 (SA)	4 (A)	3 (NA)	2 (DA)	1 (SDA)	Total	Weighted Average	Rank
Cost reduction	23 (17.3%)	19 (18.7%)	54 (36%)	28 (12.7%)	26 (15.35)	435	2.9	4
Increased productivity	20 (30.3%)	30 (23.3%)	45 (13.3%)	35 (20%)	20 (13.3%)	445	2.96	3
Reduced wastage	45	20	38	35	12	501	3.34	1

	(30%)	13.3%	(25.3%)	(23.3%)	(8%)			
Reduce supervision	32 (15.3%)	34 (12.7%)	29 (36%)	34 (18.7%)	21 (17.3%)	472	3.14	<b>2</b>

Cole (2002) suggested that purpose of training as it was to create a learning media directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. This study found that purpose of training has ranked with weighted average ranking. Wastage reduction got first rank (501 score) now a days most of the manufacturing company invest huge amount for waste reduction training programme. Reduction of supervision has ranked second (472 score), Production increase ranked third (445 score), and cost reduction has got fourth rank (435 score).

**Table 3 Result of Correlation between Training Programme and Performance of Employees**

Particulars		Effectiveness of Training Programmes	Training Increase the Performance
<b>Effectiveness of Training Programmes</b>	Pearson Correlation	1	.142
	Sig. (2-tailed)		.083
	N	150	150
<b>Training Increase the Performance</b>	Pearson Correlation	.142	1
	Sig. (2-tailed)	.083	
	N	150	150

The findings of this study indicate that there was a highly correlation between Training and development and employee performance. This supports the argument by Ombui *et al* (2012) who indicate that there was a highly significant linear correlation between the two variables (Training and development and employee performance). This implies that the two variables are very close. (Miller *et.al*, 2002) & (Becker, 2001). There is a positive correlation exists between training programmes provided by the organization and increases in performance of an employees. Henry & Jennifer (2011) who indicates that 76% of employees have felt their job performance has been gratified due to training.

**Table 4 Result of chi-square Analysis**

Factors	Chi-square Value	Degree of freedom	P value	Result
Training Motives/ Educational qualification	4.612a	9	.001	Null Hypothesis is Rejected.

Ahmad and Din (2009) suggested the intention of providing training was to enhance the performance of employees through learning process. From the above Chi- Square table, it is clear that the P- value is less than significant value 0.05. Hence the null hypothesis is rejected. Thus it is found that there is a relationship between training motives and educational qualifications of the employees. Umesh (2014) found that organisation has to hold the training programme motives depending on desirability of the employees and communicated to the trainees (Henry & Jennifer, 2011)

### Recommendations

Based on the study the researcher recommends few things to the management for the betterment of the organisation. The organization may provide training in more practical's session in on the job training in case of off the job training programmes like Seminars, Case study, Conference, Group discussion to the employees which will attract and make employees serious about training. Training module related to maintain the wastage reduction that will lead to improve the productivity. As per the feedback from the employees all the training may be offered by external experts both technical and non-technical areas like Development in skill, attitude and behaviour of individual, Reduce anxiety, Interpersonal skills. Frequently conduct the opinion survey to know the existing training programmes for the future improvement and get the feedback helps adjusting and organising future trainings (Nischithaa P & Narasimha Rao, 2014). The organization may take it in a serious concern in giving training related to the development of an individual as well as the organization.

## CONCLUSION

Training programmes plays a vital role in every organization. The training program improves the morale and productivity of the organization and hence the training programme must be effectively provided by the organization. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly they take decision like employee promotion, rewards, compensation etc. Employees of the company have to put forth their feelings to the knowledge of the employer (Umash, 2014). The existing training programmes help the employees to achieve the organizational goals but the training programmes also needs based on self-development of an individual. From this study, concluded that further training programmes will help the employees to work better to achieve the individual goals and organizational goals.

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