

**EFFECTIVENESS OF EMPLOYEE'S TRAINING
PROGRAMMES – A CASE STUDY OF KIRLOSKAR
FERROUS INDUSTRIES LIMITED, KOPPAL DISTRICT**

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Abstract

Employees training and development activities helps the industry to know about the attitude, knowledge level, Skills etc., of the employees during the training period, by which organizational objectives can be achieved to the greater extent. Employees will attain such skills by training. The need for improve the productivity in organization has been universal that it depends on efficient and effective training. The objective of this study is to examine the effectiveness of employee training programs in the KFIL Koppal. Specifically, this study examines the reactions of employees to the training programs and the level of employees' learning.

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Introduction

The worldwide business environment has become competitive and the sunrise of the first century has put each and every industry under the shadow of globalization. The expansion of the training field particularly in industry is getting most importance, which indirectly helps in development of organization. Hence, employees training and development activities helps the industry to know about the attitude, knowledge level, Skills etc., of the employees during the training period, by which organizational objectives can be achieved to the greater extent. Previous studies have showed a positive relationship between employee training and performance (E.g. Ehrhardt, Miller, Freeman & Hom, 2011; Ji, Huang, Liu, Zhu & Cai, 2011; Jones, Kalmi & Kauhanen, 2011; Mani, 2010; Thang, Quang & Buyens, 2010). However, to some organizations, this investment appears to be lost because the training programs are poorly designed, they are not linked to a business strategy or the outcomes have not been properly evaluated (Clinton & Laurence, 2005; Pfau & Kay, 2002). Therefore, it is important for organizations to ensure such investment offers a good return.

Objectives of the study

1. To review the training procedure in KFIL.
2. To examine the views of employees about the existing practices in relation to training and development programs.
3. To assess the impact of training programmes of KFIL on employees effectiveness.

Research methodology of the study

1. Primary Data has been collected from a group of employees working in the KFIL Koppal (Dist). The data has been collected through the structured questionnaire. **2. Secondary data** has been collected from the company's manual, handbooks, the annual reports, the employees register.

Sampling design

1) Details of the population

The study has been conducted only for technical, non-technical staffs in KFIL Koppal (Dist) consist of around 2094 employees.

2) Population frame

All the employees under the training scheme are the effective population frame.

3) Sampling units and method

It represents the total population of technical / non-technical employees that consist of 2094 employees of KFIL Koppal (Dist). The company is selecting yearly 500 employees for training programmes. For the purpose of the research, the researcher has randomly selected 50 sample employees. The simple random sampling technique was applied while selecting sample employees.

Data analysis and interpretation.

The collected data was analyzed and interpreted by using percentages, tables etc.

Profile of KFIL Koppal

When we think of the steel industry the first thing that comes in to our mind is “pig iron” this is because of its name to put simple words when molten metal from the blast furnace is paired into moulds & solidifies. It assumes a shape which resembles the back of a pig, hence the name of “pig iron”. About KFIL (Kirloskar Ferrous Industrial Ltd) in the early 1980 Mr. LaxmanRao initiated his four sons Shri. SantanuRao, Shri RajaRam, shri. Prabhakar & Mr.Ranindra into the business. Today Kirloskar is a well known name across the nation Kirloskar ferrous industries. The vision of one man Mr.Laxaman Rao kirloskar group of companies’ respected world wide for their engineering excellence can trace its beginning to the first casting of humble plough. Kirloskar ferrous Industries limited is a private sector commissioned in April 1994 it is located at Bevinahalli of Koppal district. It is restarted in year 1994 to meet the customers’ demand of pig iron by using the blast furnace. KFIL commissioned its second blast furnace in Asia with backward integration to liquid metal, which has global capabilities to meet high volume at consistent quality. The sales turnover of the KFIL for the year 2001- 02 was 46.6 million US \$ dollars (2097 million rupees) and in from 2010 to 2014 the sales increased from 10,896.51 million to 12,321.61 million the sales volume & turnover of the company has been steadily rising since year 1998. KFIL is spread over 100 acres of spacious land with bush greenery around. KFIL has two mini blast furnace of 250 m³ capacity each. Each furnace producing 1, 90, 000 to us of pig iron per year.

Results and Discussion:**Table no.1: Educational qualification of the Respondents.**

SI.NO	Education level	No. of respondents	Percentage(%)
1	Primary	00	00
2	High school	04	08
3	P.U.C	14	28
4	Degree	32	64
	Total	50	100

Table No.1 clearly states that more than 68% of the respondents are graduates, 28% of the respondents having the education up to P.U.C & remaining 4% of the employees having the secondary education (high school). The data give an idea that majority of the respondents in the organization are educated being educated the respondents gave input on existing training based on personal experience & relevant for the future.

Table no.2: Work experience of the respondents

SI.NO	Experience (yrs)	No. of respondents	Percent (%)
1	0-1	05	10
2	1-5	10	20
3	5-10	10	20
4	More than 10	25	30
	Total	50	100

The above table reveals that as many as 80% of the respondent having more than 10 years of work experience where as 20% of the respondent are having experience of 5-10 years. Here we can observe that majority of respondents were experienced and senior employees, which is ideal for quality of the organization service.

Table no.3: Benefits from training

SI.NO	Particulars	No. of respondents	Percentage (%)
1	Yes	45	90
2	No	05	10
	Total	50	100

It is observed from the above table organization will gain benefit from training it is helpful in the smooth functioning of official duties & to provide quick services for their customers.

Table no.4: Extent of participation in training

Sl.NO	Extent of participation	No. of respondents	Percentage (%)
1	Very high	05	10
2	High	15	30
3	Average	25	50
4	Poor	05	10
	Total	50	100

It is evident from the above table that major amount of respondents i.e. 50% respondents express the opinion that level of their participation in training is average & 30% of the employees said that participation is high 10% of the employee expressed that participation is poor & remaining 10% of the employee expressed that participation is very high.

Table no.5: Feel that training is extra burden

Sl.NO		No. of respondents	Percentage (%)
1	Yes	48	96
2	No	02	04
	Total	50	100

The above table highlights that, more than 96% of the employees express the opinion that the training is not extra burden to them, but only minor extent 4% of employees opinion it is extra burden. As per the above pie chart 96% of the respondents do not feel that the training is extra burden. This shows that they enjoying the training programme because it motivates & they want opportunity for future personal growth.

Table no.6: Management opinion towards conducting training programme

Sl.NO		No. of respondents	Percentage
1	Yes	40	80
2	No	10	20
	Total	50	100

As per table no.6, 80% of respondents expressed the opinion that management is taking much interest in conducting training programme where as 20% respondents are disagreed this statement. It implies that management is taken keen interest in conducting training programme because it motivates & increases the moral of employees which results in increased performance.

Table no.7: Satisfaction about arrangement of training Programme.

SI.NO		No. of respondents	Percentage
1	Very high	05	10
2	High	20	40
3	Average	25	50
4	Poor	00	00
	Total	50	100

It is evident from the above table, major respondents i.e 50% of respondents expressed the opinion that the level of satisfaction about arrangement of training programme is average & 40% of the employees said that is was high, 10% of the employees expressed that satisfaction level is very high.

Table no.8: Awareness about selection procedure for training

SI.NO	Awareness level	No. of respondents	Percentage
1	Yes	35	70
2	No	15	30
	Total	50	100

It is observed from table no.8, more 70% of the employees are aware about the selection procedure for training. It implies that majority of the respondents are ignorant of selection procedure for training.

Table no.9: Adoption of learning in course of Action

SI.NO	Respondent opinion	No. of respondents	Percent [%]
1	Yes	36	72
2	No	14	28
	Total	50	100

Table No 9 highlights that, as many as 72% of the employees agreed that after attending the training programs, they adopt soft skills, knowledge in discharging their duties while 12% of the employees denied the statement. This shows that the majority of the respondents make use of training programmes very effectively. They have the urge to develop their resources & want to improve their competency.

Table no.10: Development in personality after attending the training.

SI.NO		No. of respondents	Percentage
1	Yes	40	80
2	No	10	20
	Total	50	100

It is evident from the above table that, 80% of the respondents are expressed training programmes of the company helps in development of their personality after attending the training.

Table No.11: Training leads to increase of confidence level

SI.NO	Respondents opinion	No. of respondents	Percent
1	Yes	45	90
2	No	05	10
	Total	50	100

Table No.11 describes that 90% of respondents feels that training units increases their confidence level while remaining only 10% of the respondents disagreed this statement. It implies that majority of the respondents felt that training leads to increase their confidence level after attending training.

Table no.12: Training effectiveness in the organization

SI.NO		No. of respondents	Percentage
1	Yes	42	85
2	No	08	15
	Total	50	100

The above table indicates that, 85% of respondents are agreed that the training is effective in their organization & remaining 15% of the employees disagreed.

Findings

- ★ Most of the respondents studies up to degree.
- ★ 50% of respondents are experienced more than 10 years.
- ★ It is found that majority of respondents have undergone the on the training
- ★ Major Amount of respondents i.e. 50% respondents opinion that extent of their participation in training programmer is average.
- ★ 96 %of respondents do not feel that training is extra burden to them.
- ★ Majority of respondents are of the opinion that the procedure of training need not be changed
- ★ Major Amount of respondents i.e. 80% of respondents expressed the opinion that mgt is taking keep interest in conducting learning programme.
- ★ Majority of respondents is ignorant about the selection procedure for training.
- ★ 85% of respondent agreed that the training given by the organization is very effectives.

Suggestions

- ★ The main purpose of training programme should be to motivate the employee to improve their performance.
- ★ The individual department should have a clear training plan & should have an overall training plan for every year.
- ★ Utilize modern gadgets like power point presentation of the subject matter & computerized training packages like STAD PRO to enhance participants interest & provide value added knowledge.
- ★ Selection procedure for training should be transparent.
- ★ Training programmes must be flexible enough to extent the duration of train, as per requirements training programs should provides opportunity to the employees for active participation in training programmes
- ★ A separate department should be introduced exclusively for imparting training to all the employees of KFIL & it should be under professional head, which is well versed with the human resources development & other latest economic change in the world.
- ★ Course material should be updated continuously switch latest information.

Conclusion

Employees must undergo a training that is necessary for increasing employee's competency level and also overall performance & effectiveness of an organization. In KFIL the trainings given to employees is effective one, even though, to compete in the LPG scenario, it has to make some improvement in training process, Which is well versed with the human resources development, then there is no doubt it will reach more than the expected result. Moreover training programme must be flexible & selection procedure for training should be transparent. Researchers conclude that, the training provides cutting edge, if properly designed & executed. It leads to overall development of the organization.

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