

A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT IN CEMENT INDUSTRY

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ABSTRACT: Training effectiveness in cement industry is a critical aspect of the development of knowledge of workforce. The objective of this study is to examine effectiveness of Training. 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. This paper is a means by which employees express their feedback regarding the effectiveness of training in a cement factory. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management.

KEYWORDS- Training Need Analysis, Performance, skill, Ability, Satisfaction.

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INTRODUCTION

The man is ultimate resources of any organization because the success or failure of any organization depends on efficient and effectiveness of man power and their functioning. The entire gamut of activities of an organization revolves around the human resources. Therefore, people are the most significant resources of any organization. Employee development is carried through the programmes of training and training brings the requisite development in the employees working at different levels. Training and development is one of the sub-systems of Human Resource Development. Therefore, the present study helps to ascertain the effectiveness of training and development in the cement units of North Karnataka. Hence, Indian cement industry is the second largest in the world after china. The Indian cement industry is highly competitive and consists of over 52 companies operating around 135 plants. But most of the capacity is concentrated with the top 5 players viz., Grasims, Gujrat, Ambuja, L & T, ACC and Birla. Karnataka is the state which manufactures highest cement in the country. Therefore, the study covers large scale cement units that fetch in the area of North Karnataka, they are Bagalkot Shakti Cements, JK Cements, Nirani Cements. Vasavadatta Cements.

Literature Review

1. According to Shelley Frost, Demand Media Training is a crucial component in preparing new employees for their positions and keeping existing employees current on critical information. To be effective, a training program needs a specific purpose with appropriate training methods. Understanding the factors that influence training programs enables you to develop or change your current employee education to make it fit the needs of your business and your employees

2. According to Henry Ongori (2011), Jennifer Chishamiso Nzonzo, training and development has become an issue of strategic importance. Although many scholars have conducted research on training and development practices in organizations in both developing and developed economies, it is worth mentioning that most of the research has concentrated on the benefits of training in general. There is however, limited focus on evaluation of training and development practices in organizations.

3. According to Haslinda ABDULLAH (2009), the challenges faced by employers and organizations in the effective management of HR T&D varied from concerns about the lack of intellectual HR professionals to coping with the demand for knowledge-workers and fostering learning and development in the workplace. The core and focal challenge is the lack of intellectual HRD professionals in manufacturing firms, and this suggests that employers viewed HR T&D as a function secondary to HRM and perhaps considered it as being of lesser importance. This implication could lead to the ineffective implementation of HR T&D activities and increase ambiguity and failure in effectively managing HR T&D as a whole.

4. According to Ananth (1998), He pointed out different problems faced by the organization in handling the corporate finance such as the time of procurement and investment of funds. He suggested that the organisation must relate itself with the needs of changing environment by taking good decisions through professionally trained people.

4. According To Fizzah(2011), The purpose of the research is to find out how training and development effect organizational performance and to find out what is the impact of training and development in organization. Data is collected from the 100 members of different organizations. And the previous researches carried out on training and development. Training and development is important for the employees in organization, it helps the employees to improve their skills and to give a good performance in workplace. There is a big relation between training and development with the organization performance and the relationship is discussed in the paper.

5. According to Iftikhar Ahmad and Sirajud Din (2009), Training and development is adopted by organizations to fill the skill gap of employees. Training evaluation must be appropriate for the person and situation. Evaluation will not ensure effective learning unless training is properly designed. Successful evaluation depends upon whether the means of evaluation were built into the design of the training program before it was implemented.

6. According to Bates and Davis (2010), Usefulness of training programme is possible only when the trainee is able to practice the theoretical aspects learned in training programme

in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercises, and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations

7. Cheng and Ho (2001) discuss the importance of training and its impact on job performance: While employee performance is one of the crucial measures emphasized by the top management, employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth— career potential enhances personal motivation.

Objectives of the study

1. To study the different methods of training programmes conducted in cement industry.
2. To study the effectiveness of training programme in cement industry.
3. To know the satisfaction level of employees towards training programme.

Research design /Methodology

1. **Sampling design**-Primary data collection: data collected through survey and questionnaires. Secondary data collection: data collected through industry profile, journals, and reports in website.
2. **Data analysis tool**-Data analyzed and validated by used SPSS package to compute various statistical values wherever it is necessary. Suitable diagrams are used to exhibit the analyzed data.
3. **Area of the study**-North Karnataka.
4. **Sample size**-100 employees
5. **Sample unit**-Employees of Bagalkot cement industries. Nirani Cements, JK Cements, Vasavadatta Cements.

FINDINGS

- 1) It is found most of the workers are having less experience.
- 2) It is found that 30% workers are not aware of training program of the organisation.
- 3) It is revealed by the study that 50% workers attended only one training programme.
- 4) It is found that 45% of the workers said the organisation followed both methods i.e. on the job and off the job training methods
- 5) It is revealed by the study that 50% of the worker said the duration of the training programme conducted is 1 to 3 days.
- 6) It is found that 50 %of the worker said supervisor will train the workers.25% workers says HR manager and remaining 25% of workers says expert trainer train them.
- 7) It is found that 25% of the worker said that the training programmes are conducted as per the schedule
- 8) It is found that 45% of the employees said that the training program help to improve their leadership skill .
Technical, and other skills.
- 9) It is found that 75% of the employees said the trainer is experienced in the session and some of the workers said they do not get correct information
- 10) It is founded 35% of the employees said they strongly agree that candidates are selected as per need analysis for training. Remaining 25% of respondents disagree with this.
- 11) It is found 30% of the employees said the trainer is well prepared for the training programme.
- 12) It is found that 50% of the workers said they communicated well in advance about the training programme.35% says one day before. 15% workers say on the day of training.
- 13) It is found that 55% of the workers said they are not getting the chance to ask during the training session.
- 14) It is founded that 75% of the workers said feedback was not collected after the training programme.
- 15)

SUGGESTIONS

- 1) The organisations should conduct as possible more training sessions, as its most of the employees are less experienced. This helps workers to fill that gap.

- 2) The training duration should be increased specially inexperienced, the fresher it helps to learn in detail, update their knowledge and enhance working ability.
- 3) It also suggested to have outside experts for training the employees which will attract and make employees serious about training.
- 4) It is suggested to allow employees to ask the questions during training session which help them to clear their doubts and queries.
- 5) After the completion of the training programme should take feedback from candidates about training. That will help organisation to organise training more effectively in the future.

CONCLUSION

From the study it can concluded that Industry is providing training to workers effectively but still it can make it more effective by increasing duration of training programme and inviting expert from outsider to train employees. This will help to make employees more serious about training. More flexibility should be given to employees, which help them to raise their questions to the trainer. The workers satisfied the way programme is conducted by the company. The training programme helps to increasing the knowledge, skill, and ability. For the training session candidates should selected as per need analysis it will provide opportunity every employee who really in need of training. This will benefit both organization and employees.

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