Efficacy of Training & Development in JK Lakshmi Cement Ltd.

Minakshi Sati

Assistant professor Bharati Vidyapeeth Deemed University, Paschim Vihar

ABSTRACT *The motive behind this study is to understand the Efficacy of Training and Development programs on the employees of JK Lakshmi Cement ltd, New Delhi. The training cannot be measured directly but the change in attitude and behavior that occurs as a result of training. By studying and analyzing the response of employees regarding training, we can measure conclusions, which is the core idea of this study. This project is being done to check whether or not there are any deviations in the training and development process. If there are any deviations then it can be rectified by taking proper action or implementing a plan of action. And hence improve the level of the employees in the organization by providing them good training.*

INTRODUCTION

Training and development are processes that provide employees with: Information, Skills, An understanding of the organization and its goals and the ability to make positive contributions in the form of good performance. Training is essentially a systematic process of altering employee behavior in a way that will achieve organizational goals which are related to present job skills and abilities and has a current orientation. It helps employees master the specific skills and abilities needed to be successful.

Development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skill, attitudes, and insights to manage the work in their organizations effectively and efficiently. It is an educational process through which executives learn conceptual and theoretical knowledge and managerial skills in an organized manner.

Training and development process at JK Lakshmi cement

At JKLC trainings are aligned for future needs of the company in order to develop leaders for tomorrow, therefore some specially designed trainings are provided like :MDP at IIM Luck/now / Indore ,Rural marketing skills ,customer relationship management , Leadership team handling , Conflict handling ,Stress management, technical training etc. Plans are also formulated for the identified high performers and talents of the company or to the employees undergone with assessment/development centers

JKLC follows the Kirkpatrick's model of evaluation trainings at level 1,2,3,4

Kirkpatrick model
The four levels are:
1. Reaction.
2. Learning.
3. Behavior.
4. Results.

Level 1: Reaction

This level measures how your trainees (the people being trained), reacted to the training. Obviously, you want them to feel that the training was a valuable experience, and you want them to feel good about the instructor, the topic,

the material, its presentation, and the venue.

It's important to measure reaction, because it helps you understand how well the training was received by your audience. It also helps you improve the training for future trainees, including identifying important areas or topics that are missing from the training.

Level 2: Learning

At level 2, you measure what your trainees have learned. How much has their knowledge increased as a result of the training?

When you planned the training session, you hopefully started with a list of specific learning objectives: these should be the starting point for your measurement. Keep in mind that you can measure learning in different ways depending on these objectives, and depending on whether you're interested in changes to knowledge, skills, or attitude.

It's important to measure this, because knowing what your trainees are learning.

Level 3: Behavior

At this level, you evaluate how far your trainees have changed their behavior, based on the training they received. Specifically, this looks at how trainees apply the information.

It's important to realize that behavior can only change if conditions are favorable. For instance, imagine you've skipped measurement at the first two Kirkpatrick levels and, when looking at your group's behavior, you determine that no behavior change has taken place.

Therefore, you assume that your trainees haven't learned anything and that the training was ineffective.

However, just because behavior hasn't changed, it doesn't mean that trainees haven't learned anything. Perhaps their boss won't let them apply new knowledge. Or, maybe they've learned everything you taught, but they have no desire to apply the knowledge themselves.

Level 4: Results
At this level, you analyze the final results of your training. This includes outcomes that you or your organization have determined to be good for business, good for the employees, or good for the bottom line.

LITERATURE REVIEW
Training and Development process
Training and development are processes that provide employees with: Information, Skills, An understanding of the organization and its goals and the ability to make positive contributions in the form of good performance. Training is essentially a systematic process of altering employee behavior in a way that will achieve organizational goals which are related to present job skills and abilities and has a current orientation. It helps employees master the specific skills and abilities needed to be successful.

Types of training
1) On-The-Job Training
2) Off-The-Job Training

On-The-Job Training
On-the-job management training is relevant and immediately transferable to the job. This is the most widely used method of training. Three widely used approaches to manager OJT:

- Coaching and counseling
- Transitory anticipatory experiences
- Transfers and rotation

Off-The-Job Training
Organizations with the biggest training programs often use off-the-job training

Most popular off-the-job methods:
- Lecture-discussion, supplemented with audiovisual
- Programmed instruction
- Computer-assisted instruction (CAI)

Development
Development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skill, attitudes, and insights to manage the work in their organizations effectively and efficiently. It is an educational process through which executives learn conceptual and theoretical knowledge and managerial skills in an organized manner.

Objective of development
- To improve performance of managers.
- To provide opportunities to executives to fulfill their career aspirations.
- To ensure that the managerial resources of the organization are utilized optimally.

Methods and techniques of development
On the job method
- Position rotation
- Coaching
- Project assignment
- Selected reading

Off the job method
- Case study
- Role playing
- In basket exercise
- Programmed instructions

- Group discussion

Needs Assessment
Needs assessment is a process used to determine if, and what type of, training is necessary. There are 3 types on analysis:

- Organizational analysis: examining a firm's mission, resources, and goals
- Person analysis: determining who needs training and their readiness for training
- Task analysis: identification of the tasks, knowledge, skill, and behaviors that should be included in a training program.

A needs assessment is conducted through:
1. Interviews
2. Surveys
3. Reviews of records
4. Observation
5. Discussions with management

The information gathering provides a profile of:
- What type of training is needed
- Who should be trained
- When training should be conducted
- Whether training is the preferred approach

RESEARCH DESIGN AND METHODLGY
Data was collected through a structured from employees of JK Lakshmi cement. Judgemental sampling was used to gather data from 42 respondents from the middle level managers for the study.

Data analysis and interpretation
The responses of the questionnaires are tabulated and represented in percentages to get a clear cut picture about the responses. It made the interpretation quite easier on the basis of percentages chart is drawn. The selected pie chart was very useful for the interpretation.

Question wise analysis
1. After my appraisal, my strengths & areas of improvements are clearly communicated to me

Table 1

OPINION	% OF RESPONDENT
Strongly disagree	2%
Disagree	2%
Neither agree nor disagree	0%
Agree	65%
Strongly agree	30%

2. My training needs are identified systematically keeping in view my areas of improvement and my roles and responsibilities

Table 2

OPINION	% OF RESPONDENT
Strongly disagree	2%
Disagree	5%
Neither agree nor disagree	0%
Agree	70%
Strongly agree	23%

3. Trainings provided are based on my actual needs identified

Table 3

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	2%
Neither agree nor disagree	10%
Agree	54%
Strongly agree	34%

4. The training communications are given well in advance to plan my work and travel

Table 4

OPINION	% OF RESPONDENT
Strongly disagree	5%
Disagree	7%
Neither agree nor disagree	2%
Agree	52%
Strongly agree	33%

5. The training communications includes all the relevant information like training content, methodology of teaching, time frame, sufficient reading material etc to plan my expectations from the training

Table 5

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	10%
Neither agree nor disagree	2%
Agree	59%
Strongly agree	29%

6. Content of the trainings are usually well organized & well prepared

Table 6

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	7%
Neither agree nor disagree	10%
Agree	52%
Strongly agree	31%

7. Mostly the trainings are adequately paced

Table 7

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	7%
Neither agree nor disagree	17%
Agree	60%
Strongly agree	17%

8. Enough exercises are incorporated in the training sessions to clear the fundamentals in a systematic way

Table 8

OPNION	% OF RESPONDENT
Strongly disagree	0%
Disagree	0%
Neither agree nor disagree	5%
Agree	83%
Strongly agree	12%

9. Sufficient live examples are provided to during the sessions

Table 9

OPNION	% OF RESPONDENT
Strongly disagree	2%
Disagree	10%
Neither agree nor disagree	12%
Agree	55%
Strongly agree	21%

10. Practical demonstration of tools and techniques are done in technical trainings

Table 10

OPINION	% OF RESPONDENT
Strongly disagree	2%
Disagree	12%
Neither agree nor disagree	10%
Agree	60%
Strongly agree	17%

11. Exercises used by trainers are interesting and informative

Table 11

OPINION	% OF RESPONDENT
Strongly disagree	2%
Disagree	7%
Neither agree nor disagree	5%
Agree	67%
Strongly agree	19%

12. Participation and interactions are usually encouraged during the training sessions

Table 12

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	0%
Neither agree nor disagree	2%
Agree	69%
Strongly agree	29%

13. The trainers are capable enough to impart knowledge on the subject of training

Table 13

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	0%
Neither agree nor disagree	2%
Agree	62%
Strongly agree	36%

14. Trainers share their contact details and we feel free to contact them even after the training

Table 14

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	7%
Neither agree nor disagree	10%
Agree	57%
Strongly agree	26%

15. Experience and learning gathered during training sessions are applicable at my actual work stations

Table 15

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	2%
Neither agree nor disagree	12%
Agree	69%
Strongly agree	17%

16. Overall training and development helps me to perform my work well and to enhance my competency

Table 16

OPINION	% OF RESPONDENT
Strongly disagree	0%
Disagree	5%
Neither agree nor disagree	2%
Agree	62%
Strongly agree	31%

17. Training facilities are good

Table 17

OPINION	% OF RESPONDENT
Strongly disagree	2%
Disagree	5%
Neither agree nor disagree	7%
Agree	48%
Strongly agree	38%

FINDINGS AND CONCLUSION
The analysis of the data has revealed the following findings which will of usefulness for conducting training of employees at Jk lakshmi cement.
The appraiser should clearly communicate the needs identified for training to the participants. Respondents feel that the trainings are not provided based on the actual needs .Communication with regards to training commencement needs to be done well in advance and in correlation with the approval from respondent's immediate bosses and work schedule and Participant should be informed person-

ally. The training communication needs to highlight the objective and the training purpose. The contents of the training should be arranged in a well broken down and a structured manner. The training pace should be in accordance with the whole group and should not be influenced by fast paced learners. A positive response was there that enough exercises are incorporated during the session. The examples need to be provided more on a relatively day to day basis and more relativity and broken down explanation must be given from it so that the internalizing process becomes easy. Participants should be included and made to do practical demonstrations instead of the trainer himself doing it. Exercises used by trainers should be interesting and informative. There was a positive response that participants are encouraged during the training session. The trainers are capable enough to impart knowledge. The result shows that the trainers hired have good knowledge on the subject and matter of the training programme the learning and experiences are not altered by the respondents or are clueless about the applicability of the learning's. A review on the training and development process needs to be done and suggests that the training need not to be the best industry trainers or experts but trainers which are able to calibrate more to the needs of the employees and be on track with their performance and needs analysis.

CONCLUSION
Efficient and effective training and development of employees is an essential element for any organization and hence only a company can grow when its employees are well trained and motivated. The company needs to have motivated and confident staff who have up-to-date skills in order to remain competitive. In addition, well-trained staffs are an asset to the business and help to retain customers.

The study shows the importance of training and development in any organization, and how much the employees of the organization are able to get benefit out of it, up to which level the employees are satisfied from the training being given to them. This study also shows that only giving training is not important to the employees but a check should also be done so that you can see the difference before the training of the employee and after the training of the employees.

Some of the things which came out during the study was that the respondents feel that the trainings are not provided based on the actual needs identified that and meanwhile, strengths & areas of improvements are not clearly communicated to the employees. And the good thing which came out from the study was that the respondents feel that the contents of the training are well organized and well prepared. Enough exercises are incorporated in the training sessions. The above result shows a positive response but some points are also there in which the organization should work.

REFERENCE   1. http://www.moneycontrol.com/company-facts/jklakshmicement/locations/JKL01 ||| 2. http://www.jklakshmi.com/