



IMPACT OF TRAINING PROGRAM ON EMPLOYEE SKILLS WITH SPECIAL REFERENCE TO CEMENT INDUSTRY OF RAJASTHAN

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ABSTRACT

This research paper touches the present scenario of training program and its impression on employees' skills in the cement industry of Rajasthan. This study examines training effectiveness, ingress the need of training, scrutinize the methods of training in cement industry and to analyze the belief of employees concerning training program. For the motive of the study, data was collected from employees serving in selected cement companies viz. Ambuja, JK, Ultra Tech and Wonder Cement with the help of a structured questionnaire. The sample size is 300 respondents.

KEYWORDS : Training, Employee Skills, Cement Industry.

According to Edwin B. Flippo, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

Training plays an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. Investment can take the form of employing specialist training staff and paying salaries to staff undergoing training and development. Investment in training entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. Entities like Ultra Tech, Ambuja, Wonder and JK Cement are the bigwigs of their field and draw much attention on training programs for their workforce.

Research Gap

The escalation of the cement industry calls for effectual training programs and successive planning to retain the existing workforce and train them, claimed by the changing situation of market. It analyzes the clash of training programs with respect to different training methods and age groups to find new concepts in cement industry. This creates a need to observe training programs in cement sector also. It aids the cement companies and their employees to understand the significance of training programs and its relevance for further growth in cement sector.

Research Objectives

The research is based upon the following objectives:-

1. To determine the impact of Training Program on employee skills with training methods.
2. To examine the employees perception on effectiveness of training program in cement industry.

Review of Literature

Training lends a hand to employee. It alleviates employees in their comprehensive development and growth. Hence it is required that with training of employees, it should also motivate them to safeguard the attainment of organizational goals and objectives. (Abdul Raziqa, 2015). Training is that set of activities which helps the employees of the organization that augment its knowledge, skills and competencies. Formal training program boosts employees to perform superior at workplace for further promotions. Formal training positively infects company's productivity and efficiency.

Research Methodology

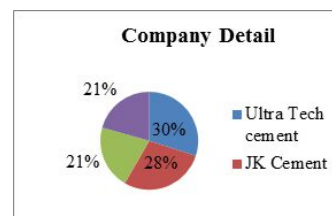
The study investigates the training effectiveness, ingress the desire of training program and surveys the methods of training program in cement industry and to analyze the belief of employees regarding training program in companies.

A total of 300 questionnaires were administered to the employees of Ultra Tech, Ambuja, JK and Wonder (in combination of). Managers, Engineers, Higher Authorities, & others are evaluated as respondents

in the current study.

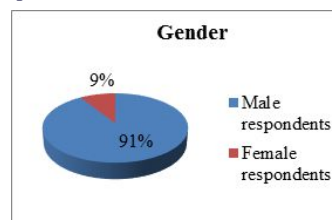
The research study is descriptive in nature and convenience sampling technique was applied to select the sample. Primary data was collected with the help of Self Designed Questionnaire and Secondary data has been assembled from various Literature Books, Journals, Magazines, Articles and surfing the Internet. Graphs and charts help to analyze the collected data in a proper and desired way.

Data Analysis and Interpretation Company details of respondents



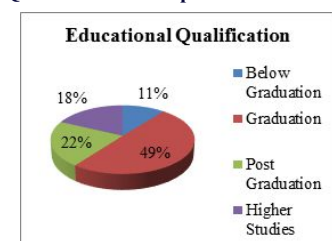
The above graph depicts that respondents belong to Ultra Tech, JK, Ambuja & Wonder with Ultra Tech lead the market size by 30% while Wonder and Ambuja share the common quantum with 21%. JK holds 28% of respondents overall.

Gender of Respondents



Cement industry is well known to all and it has been discovered that female employees are much less as compared to male respondents. Female respondents contribute only 9% of total respondents while male respondents are in majority in above stated cement companies. Only 27 female respondents exist as compared to 273 male respondents.

Educational Qualification of Respondents



Above chart depicts educational qualification of cement employees which shows that 49% of total respondents are graduated whilst 22% are post graduated. Below graduated are only 11 % of total respondents. This data shows the education level of cement companies which states that most of the respondents are graduates.

Designation of Respondents

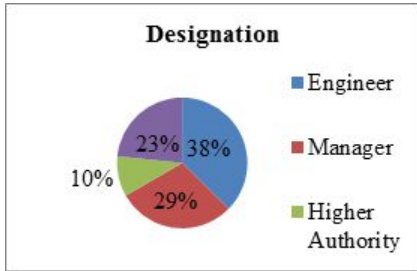
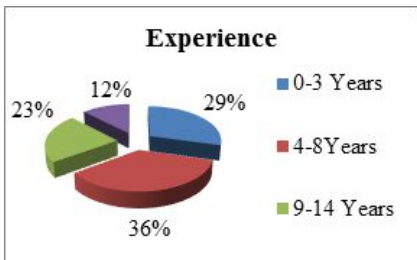


Chart shows that most of the respondents here are engineers and managers. More than 60% of respondents fall in the said category. Engineers are the base of technology and innovation and the cement industry is equipped with high machinery and mechanized plants.

Work Experience of Respondents



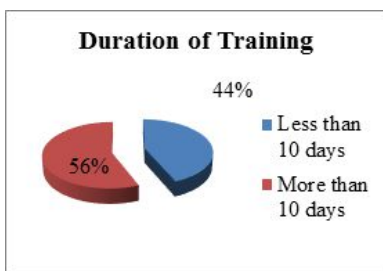
Another parameter deals with the work experience of respondents of cement industry. 107 employees have the experience of 4-8 years while there are only few employees i.e. 37 who have 15 years and above work experience. 88 respondents fall in 0-3 year's category. And the category of 9-14 years takes with itself 68 respondents.

Respondents Response for Determine Individual Training Needs



It is evident from above table that 54 respondents determine need of training in cement industry as appraisal and performance review. 79 respondents opined competency assessment, while 68 respondents favor subordinate appraisal. Maximum of respondents i.e. 99 respondents prefer self appraisal as training needs.

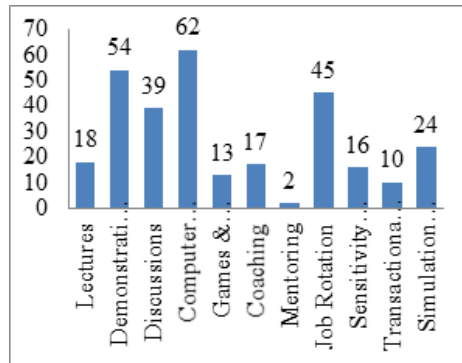
Respondents Response for Duration of Training



169 respondents have undergone training program of more than 10 days and 131 employees have undergone short duration training

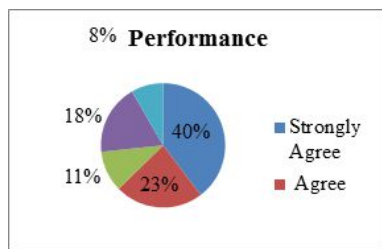
program i.e. less than 10 days. It can be stated that duration of training program is fixed or can be changed as per the need of desired outcome of training program or it depends on requirements of job profile in cement industry.

Respondents Response for Various Methods of Training



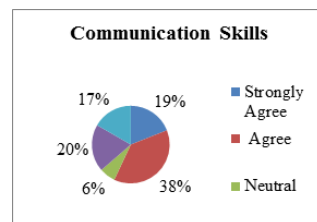
Above study analyses the most appropriate method of training program in view of respondents. The respondents' views show that demonstration and computer based training are the preferred training methods in cement industry. Job rotation is highly desired for training program in cement companies.

Respondents Response for Positive Change after Training on performance



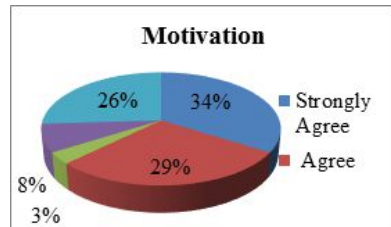
Above chart depicts the number of respondents who strongly found a positive change in performance after training program. Majority of respondents i.e. 188 found a positive change in performance while there are few who do not rely on training program for a change in performance. 32 respondents are neutral on training program post results.

Respondents Response for Positive Change after Training on Communication Skills



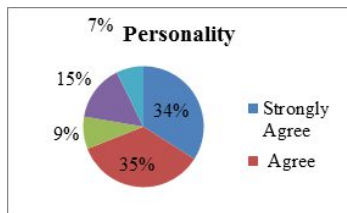
Majority of the respondents enhanced their communication skills with the help of training program while only 20 respondents were neutral on this. 59 respondents abandon this change. It has been found that respondents do enhance their communication skills with the help of training program in cement industries.

Respondents Response for Positive Change after Training on Motivation



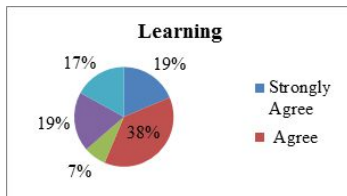
Above graph shows that around 65% of the respondents found that motivation level has been increased with the help of training program. But still 78 respondents strongly disagree, it means some respondents did not find any change in motivation or did not find much benefit from the training program.

Respondents Response for Positive Change after Training on Personality



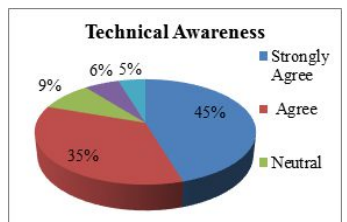
It has been analyzed that positive change in personality through training program can be achieved in cement industry as maximum respondents favor this viz. 207. Neutral respondents are only 26 of total employees whilst 22 are neglecting this change.

Respondents Response for Positive Change after Training on Learning



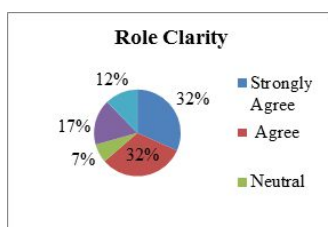
It has been found that positive change in learning is possible by attending training program, around 113 employees found change in their learning. But 51 employees did not observe any change in learning after training program while 22 side the neutral. It states that cement industry training programs enhances learning of employees.

Respondents Response for Positive Change after Training on Technical Awareness



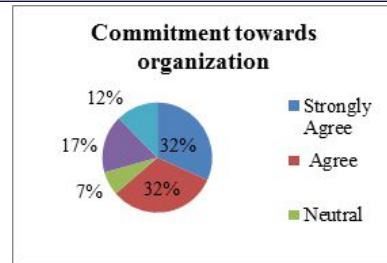
Technical awareness can be improved with the help of training in cement industry. Only 11% respondents did not get technological awareness through training program but most of the respondents enhanced their technical expertise in cement industry.

Respondents Response for Positive Change after Training on Role Clarity



Above graph states that role clarity or clarity of role, duties and liabilities of employees can be enhance through training program in cement industry. 191 respondents become clear about their role at workplace but still 37 respondents are not satisfied. 21 employees are neutral and it contributes 7% of total respondents.

Respondents Response for Positive Change after Training on Commitment towards organization



Above graph states that nearly 200 respondents found more committed towards organisation after attending training program in cement industry. This means training in cement industries build commitment of employees towards organisation while 88 respondents did not abide by this.

Respondents Response for Satisfied Training Program



The study shows that most of the respondents are satisfied with the training program conducted by the company in cement industries but there are still 59 respondents who are not satisfied with training sessions. This means companies have to work over effectiveness of training program to make training a successful event in organisation.

Conclusion

Training in cement industry is an important undertaking for human resource management to ameliorate employee skills, knowledge and expertise. Employees of Ultra tech, J.K, Ambuja and Wonder Cement are taken as sample and this study uncovering facts such as:

- It has been discovered that 61% of the respondents are graduates in comparison with other qualification. Most of them are engineers and managers from different discipline. It may be assumed that cement industry proposes engineers and managers for effective handling of equipment's, machines and manpower.
- Most preferred methods of training were demonstration, computer based training and job rotation among cement industry employees.
- More than 50% of respondents do not correlate with a belief that time duration can affect training program.
- It has been established that 63% of employees have positive change in performance with the help of training program.
- Cement industry is brimful of large machineries; equipment's and highly advanced computerized plants. The study unveils that training in cement units improve the technical awareness and technological advancements.

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