

## A Study on Training Programmes in Textile Manufacturing And Selling Company in Madurai.



### MANAGEMENT

**KEYWORDS :** *Employees, Training, Skills, Performance, Organization.*

**Dr. M. VEERASELVAM**

Assistant Professor, Department of Business Administration, Government Arts College, Paramakudi

### ABSTRACT

*Employee training is the most important subsystem of human resources development. Training provides knowledge and skills required to perform the job. Organization and Individual should develop and progress simultaneously for their survival and attainment of mutual goals. Training never ends as it is a continuous process until the implementation of new technology. In order to compensate with the fast changes in the technology, it is necessary to analyze the training programmes of the organization. The objective of this study is to analyze to how training needs of the employees are identified and to study the employees' assessment about training programmes and its relevance on employees' performance and finally to study the performance of trainers.*

### INTRODUCTION

As man invented tools, weapons, clothing, shelter and language, the need for training became an essential ingredient in the march of civilization. Whether our ancestors stumbled upon or invented these facts of civilization, it is relatively little significance and more important thing is that man had the ability to pass on to others the knowledge and skill gained in mastering circumstances which was done by signs and words. Through these devices the development process called training was administered.

### CONCEPT AND DEFINITION:

Organization and Individual should develop and progress simultaneously for their survival and attainment of mutual goals. Employee training is the most important subsystem of human resources development. Training provides knowledge and skills required to perform the job. Training can meet the changing job requirements of the organization. Periodic training is often necessary because the nature of one's job may change to include new responsibilities, performance standards, and equipment and work methods for many jobs.

**While Gold Stain (1980)** define training as "the acquisition of skills concepts or attitude that results in improved performance in an on the job situation"

**ACCORDING TO EDWIN B. FLIPPO'**, "training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a continuing process in any organization. The main objective of training is to help the organization to meet its organizational objectives by increasing the value of its major resources i.e. its employees.

### IDENTIFYING TRAINING NEEDS:

Companies use a mixture of approaches. The use of a number of methods increases the chances of identifying the real training needs

- Self appraisal
- Performance appraisal
- Superior assessment
- Working contact with managers
- Support for established courses
- The fastest growing method is training which reacts to changes

### IMPORTANCE OF TRAINING:

The importance of human resource management to a large extent depends on human resource development and training is its most important technique. No organization can get a candidate who exactly matches with the job and the organizational requirements hence training is important to develop the employee and make him suitable to the job. Training works towards

value addition to the company through HRD (Human resource Development). Job and organizational requirement are not static. They are changed from time to time in view of technological advancement. Trained employee would be a valuable asset to an organization. Organizational efficiency, productivity, progress and development to a greater extent depend on training. Organizational objects like viability, stability and growth can also be achieved through training. Training enhances four C's (Competency, commitment, creativity, contribution) for the organization.

### STATEMENT OF THE PROBLEM:

Training has impact on productivity of employees in the organization. Hence, continuous training is important in any organization in order to sustain the employee's performance because human resource is considered as an asset of an organization. It is necessary to study the training of employees in Textile manufacturing and Selling Company to know how the training needs are identified and employees' assessment about training programmes and about the performance of trainers.

### OBJECTIVES OF THE STUDY:

- 1.To analyze how training needs of the employees are identified.
- 2.To study the employees' assessment about training programmes and its relevance on employees' performance.
- 3.To study the performance of trainers.

### SCOPE OF THE STUDY:

A study on training programmes may be useful to the management for future planning and decision making for both short term and long term.

### LIMITATIONS OF THE STUDY:

- 1.Employees are not so open minded towards the questions.
- 2.Data of similar companies were not available for comparison.
- 3.The workforce of the company is too large and hence all of them could not be contacted for views and opinions on the research topic.

### REVIEW OF LITERATURE

**Bishop (1994)** points out those employers arrange and pay for training because it raises productivity, not because it raises wages. Policymakers' interest in training derives both from its effect on productivity and its effect on wages. Yet, researchers have noted that there have been very few studies in the United States on the impact of employer-provided training on productivity.

**Lynch (1992)** cited that Individuals who participate in educa-

tion and/or training programs that are sponsored by employers (as opposed to government programs) typically enjoy fairly substantial increases in their earnings.

**RESEARCH METHODOLOGY**

**RESEARCH DESIGN:**

The research design of the study is descriptive study. As the report aims at highlighting the state of affairs of existing problem, it is said to be descriptive study.

**SOURCES OF DATA:**

The primary data required for this study was collected from the selected samples. The questionnaires were given to multi-level workers on the concern and also get back their feedback. Company profile, circulars, statements and leaflets issued by the company were used as the source of the secondary data.

**SAMPLING METHOD:**

The sampling method closely suitable to the title of the research was adopted for the purpose of sampling. The study has used convenience sampling.

**SAMPLE SIZE:**

The sample size chosen for this study purpose is 100.

**STATISTICAL TOOLS USED:**

- Simple Percentage method.
- Bar Chart.
- Chi - Square Test.

**ANALYSIS IN INTERPRETATIONS**

**TABLE No 1  
METHODS USED FOR IDENTIFICATION**

Category	No. Of respondents	Percentage (%)
Self appraisal	22	22
Performance appraisal	22	22
Superior assessment	52	52
Situational reasons	4	4
Total	100	100

**INTERPRETATION:**

It is interpreted from the above table that out of 100 respondents, 22 % of the respondents have accepted that the methods used for identification is self appraisal, 22 % of the respondents have accepted that the methods used for identification is performance appraisal, 52 % of the respondents have accepted that the methods used for identification is superior assessment and 4 % of the respondents have accepted that the methods used for identification is situational reasons.

**CHI - SQUARE TEST**

**Null Hypothesis:**

There is no significant relationship between employees' satisfaction with the training programmes (X) and the employees' need for modification in training programmes (Y).

**Source Table: TABLE No 2**

X	Y		TOTAL
	YES	NO	
YES	45	18	63
NO	32	05	37
TOTAL	77	23	100

**Calculation Table:**

$$\chi^2 = (O-E)^2 / E$$

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
45	48.51	-3.51	12.32	0.25
18	14.49	3.51	12.32	0.85
32	28.49	3.51	12.32	0.43
5	8.51	-3.51	12.32	1.45
100	100			$\chi^2 = 2.98$

$\chi^2$  (Calculated Value) = 2.98

$$\begin{aligned} \text{Degree of freedom} &= (r-1)*(c-1) \\ &= (2-1)*(2-1) \\ &= 1*1 \\ &= 1. \end{aligned}$$

Level of significance = 0.05

Table Value @ 5% level of significance for 1 = 3.841.

The calculated Chi-Square value is less than the critical value at 5% level of significance, which reveals that the value is not significant. So, accept the null hypothesis.

**Result:**

There is no significant relationship between employees' satisfaction with the training programmes (X) and the employees' need for modification in training programmes (Y).

**Chi - Square 2:**

**Null Hypothesis:**

There is no significant relationship between employees' satisfaction with the training programmes (X) and the employees' need for increase in the number of training programmes (Z).

**Source Table: TABLE No 3**

X	Z		TOTAL
	YES	NO	
YES	40	23	63
NO	29	08	37
TOTAL	69	31	100

**Calculation Table:**

$$\chi^2 = (O-E)^2 / E$$

O	E	(O-E)	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> / E
40	43.47	-3.47	12.04	0.28
23	19.53	3.47	12.04	0.62
29	25.53	3.47	12.04	0.47
8	11.47	-3.47	12.04	1.05
100	100			$\chi^2 = 2.42$

$\chi^2$  (Calculated Value) = 2.42

$$\begin{aligned} \text{Degree of freedom} &= (r-1)*(c-1) \\ &= (2-1)*(2-1) \\ &= 1*1 \\ &= 1. \end{aligned}$$

Level of significance = 0.05

Table Value @ 5% level of significance for 1 = 3.841.

The calculated Chi-Square value is less than the critical value at 5% level of significance, which reveals that the value is not significant. So, accept the null hypothesis.

#### Result:

There is no significant relationship between employees' satisfaction with the training programmes (X) and the employees' need for increase in the number of training programmes (Z).

#### SUMMARY OF FINDINGS

52 % of the respondents have accepted that the method used for identifying training needs in employees is by their superior assessment.

68 % of the respondents have agreed that the training programmes improve their performance.

72 % of the respondents implement within a month the acquired knowledge from the training programmes.

97 % of the respondents need support from superiors in transferring the skills to job.

67 % of the respondents are satisfied with the training programmes conducted by the organization.

83 % of the respondents need the training programmes to be modified.

77 % of the respondents need the training programmes to be conducted as a part of job.

72 % of the respondents need the training programmes to be increased.

59 % of the respondents prefer both external and internal faculty to handle training programmes.

62 % of the respondents are sufficient sometime with the training aids and subject content provided.

56 % of the respondents feel sufficient with the training programme duration.

The study shows that 68 % of the respondents prefer demonstration method to impart the content in training programmes.

#### SUGGESTIONS

Since major respondents need the training programmes to be modified, it is recommended to the management to modify the training programmes in such a way that it should satisfy their employees' specification.

The number of training programmes conducted by the organization should be increased and the training programmes must become as a part of job.

It was known to the researcher by interacting with the employees that only internal faculties are handling the training programmes. It is suggested that both the internal and external faculty should handle the training programmes which makes the employees to get more exposure about the training programmes.

It is recommended that the training aids and subject content provided to the employees must be always sufficient.

It is recommended to extent the duration of training programmes conducted by the organization.

#### CONCLUSION:

Training is the planned process to modify attitude knowledge or skill through learning experience to achieve effective performance in an activity or range of activities. The training improves job performance. Training can meet the changing job requirements of the organization. It was found from the study that the employees' training needs are identified by either their boss or by their superior and the employees are satisfied by the training programmes. Based on the findings arrived by the researcher, some suggestions are given to the organization for the effectiveness of training programmes in future and for the welfare of the employees.

#### REFERENCE

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