



Impact of Training on the Employees of Select Manufacturing Organizations of East Godavari District, Andhra Pradesh

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ABSTRACT

Effective workforce development and training is rapidly becoming more essential to a company's success. As global competition increases, the defining difference between organizations will be their workforce. Training is a process that consists of a series of steps that, when followed effectively, produce the value and results that drive company advancements. All the 60 respondents of all ages, educational qualifications and positions (100%) were satisfied on the methodology adopted by the trainers for evaluation of the training programmes. About 85% respondents of all ages, educational qualifications and positions expressed that the training programmes were satisfactory. The present research study has used statistical tools such as Frequencies and Factor analysis. Majority of the respondents by virtue of the differences in their age, education, and position expressed that the training imparted the improved benefits.

Keywords : Impact of training and development, age, education, position.

INTRODUCTION

In today's business environment, the idea of setting goals sounds like something that should be second nature. Everyday business demands goal setting. The same is true for training and development. Nevertheless, training and development programs often follow the philosophy that "if you build it, they will come." Effective workforce development and training is rapidly becoming more essential to a company's success. As global competition increases, the defining difference between organizations will be their workforce. Training is a process that consists of a series of steps that, when followed effectively, produce the value and results that drive company advancements. It has been said that there are no shortcuts to success--this statement is true as well when dealing with workforce training. Manufacturing systems are considered essential by most nations for the creation and propagation of wealth, and for improving the standard of living of its people. However the implementation of the training program is lacking, the adoption rate of the program may suffer, poor early adoption is a severe obstacle to overcome. Conversely, if the training program is implemented effectively, the company may realize value more quickly.

STATEMENT OF THE PROBLEM

Manufacturing industries are the backbone of Indian economy as provide employment opportunities galore. But over a period of time some of the manufacturing industries are losing viability and becoming sick owing to technical, financial, labor and employment problems. Hence, the present paper focuses on training and development of some select manufacturing industries in Andhra Pradesh.

REVIEW OF LITERATURE

Aspentiar (2011) the management of organization in a globalised economy is posing a serious challenge to the leadership skills, capability and competency of managers at the top echelon of the firms. Ibrahim, Mislina Hanim (1996) this dissertation was conducted to study the impact of training and development programs often manufacturing companies in the Klang Valley area in Malaysia and to attempt to identify the training needs of employees both at the Executive and Non Executive level. Kambuem, (2012) the study will be limited as it looks at the role and impact that training and development impact of raining and Development on Performance of Organizations. Many organizations in Kenya and indeed commercial banks engage in training and development of

staff and have departments, units and institutions in charge of training and development. Bayogemini, (2012) Training and Development are a very important aspect of human resources management which must be embarked upon either proactively or reactively to meet any change brought about in the course of time. The rationale behind it is to web the job and the job-holder together to achieve the organizational objectives. Sunnyruth, Sep 2012 it is well discussed within literature that the training budget is first budget cut during hard time although most theorists do not believe in general that this is the best action for the Human Resources department and the long term benefits of training outweigh the short term monetary savings.

OBJECTIVES OF THE STUDY

1. To study the existing policy of the sample companies with regard to training and development of their employees.
2. To find out the opinions of the employees of sample companies on the effectiveness of training programmes conducted by the organization.

SAMPLING DESIGN

The study was conducted in East Godavari district 300 employees consisting of executives, supervisors and workers in three manufacturing companies in the district were considered as sample for the study. The data was collected using stratified random sampling method (table1) considering the difference in their education and designation.

Table1: Sample Selection

Sl. No.	Name of the company	Total no. of employees	Total sample
1	NFCL	1030	100
2	RIL	1000	100
3	SSSL	888	100
Total		2918	300

STATISTICAL TOOLS USED

Factor Analysis and Frequencies has been computed to derive the important benefits derived by the trainees during the training imparted in the 3 select manufacturing industries.

RESULTS AND DISCUSSION

The perception of employees with regard to the benefits of

training on their performance in selected manufacturing industries, such as Nagarjuna Fertilisers and Chemicals Limited (NFCL), Ruchi Infrastructure Limited (RIL) and Sri Sarvaraya Sugars Private Limited (SSSL) have been considered for the present study and the results are presented in the following section.

FACTOR ANALYSIS

Table2: KMO and Bartlett's Test

Kaiser-Meyer- Olkin Measure of sampling Adequacy.		
Bartlett's Test of Sphericity	Approx. Chi-quare df Sig.	.735 1032.995 190.000

First of all, in order to test the suitability of the data for factor analysis, the following steps are taken. Kaiser-Meyer-Olkin measure of sampling adequacy (MSA) for individual variables is done. The overall MSA is found to be 0.735 which indicates that the sample is substantial enough for factor analysis. The Bartlett's Test of Sphericity (1032.995) shows statistically significant correlation coefficients among the variables (P=0.001). The communalities of variables ranged between 0.508 and 0.920.

COMMUNALITY

The sum of the squared factor loadings for all factors for a given variable (row) is the variance in that variable accounted for by all the factors, and this is called the communality. The communality measures the percent of variance in a given variable explained by all the factors jointly and may be interpreted as the reliability of the indicator. If the communality exceeds 1.0, there is a spurious solution, which may reflect too small a sample or the researcher has too many or too few factors. Uniqueness is the variability of a variable minus its communality. The communalities of the selected variables are presented in the table 3.

EIGEN VALUES

Table 4: Eigen values and total variance

Total variance explained.

Component	Initial eigen values			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative%
1. Improved decision-making skills.	5.830	29.149	29.149	5.830	29.149	29.149
2. Improved self-confidence	5.036	25.179	54.327	5.036	25.179	54.327
3. Identification with the goals of the organization	1.640	8.199	62.526	1.640	8.199	62.526
4. Improved ability to sell the organization products in a customer satisfying manner.	1.459	7.295	69.821	1.459	7.295	69.821
5. Improved job satisfaction.	1.249	6.244	76.065	1.249	6.244	76.065
6. Improved prospects for promotion	.953	4.765	80.830			
7. Improved inter-personal relations.	.762	3.809	84.639			
8. Improved ability to achieve judicious use of resources.	.637	3.183	87.822			
09. Improved ability to delegate Authority and responsibility.	.438	2.190	90.012			
10. Improved ability to appraise the performance of organization	.420	2.102	92.114			
11. Improved public relations.	.350	1.751	93.865			
12. Better realization of duties and responsibilities	.297	1.487	95.352			
13. Improved ability to resolve conflicting situation	.247	1.212	96.564			
14. Improving problem-solving skills	.193	.967	97.531			
15. Enriching the knowledge through interaction with other people	.168	.838	98.370			
16. Relief from the day-to-day routine.	.140	.698	99.068			
17. Conflicting skills	8.021E-02	.401	99.469			
18. Negotiation skills	5.542R-02	.277	99.746			
19. Motivating skills	3.685E-02	.184	99.930			
20. Self awareness.	1.391E-02	6.953E-02	100.00			

The Eigen values are also called as characteristic roots. The Eigen value for a given factor measures the variance in all the variables which is accounted for by that factor. The ratio of Eigen values is the ratio of explanatory importance of the factors

Table 3: Communalities

	Initial	Extraction
1. Improved decision-making skills.	1.000	.643
2. Improved self-confidence	1.000	.758
3. Identification with the goals of the organization	1.000	.859
4. Improved ability to sell the rganization products in a customer satisfying manner.	1.000	.667
5. Improved job satisfaction.	1.000	.790
6. Improved prospects for promotion	1.000	.756
7. Improved inter-personal relations.	1.000	.689
8. Improved ability to achieve judicious use of resources.	1.000	.738
9. Improved ability to delegate authority and responsibility.	1.000	.700
10. Improved ability to appraise the performance of organization	1.000	.920
11. Improved public relations.	1.000	.812
12. Better realization of duties and responsibilities	1.000	.610
13. Improved ability to resolve conflicting situation	1.000	.853
14. Improving problem-solving skills	1.000	.706
15. Enriching the knowledge through interaction with other people	1.000	.873
16. Relief from the day-to-day routine.	1.000	.850
17. Conflicting skills	1.000	.786
18. Negotiation skills	1.000	.870
19. Motivating skills		.826
20. Self awareness.		.508

Extraction method: Principal component analysis.

The table shows that the communality is highest in the variable. Improved ability to appraise the performance of organization at 0.920 followed by enriching the knowledge through interaction with other people at 0.873, negotiation skills at 0.870, identification with the goals of the organization at 0.859, improved ability to resolve conflicting situation at 0.853, relief from the day-to-day routine at 0.850 and motivating skills at 0.826. The communalities are very high.

with respect to the variables. If a factor has a low Eigen value, then it is contributing little to the explanation of variances in the variables and may be ignored as redundant with more important factors. Eigen values measure the amount of variation in

the total sample accounted for by each factor. The total variance explained the Eigen value is presented in the table 4.

ROTATION SUMS OF SQUARED LOADINGS

Table 5: Rotation sums of squared loading

	Component				
	1	2	3	4	5
.Improved ability to appraise the Performance of organization.	.914	.238	8.108E-02	-7.193E-02	-.127
Improved public relations.	.826	.328	2.888E-02	-2.902E-02	-.142
Improved ability to achieve judicious use of resources.	.750	.379	-8.744E-02	-.135	-6.990E-02
Improved ability to delegate authority and responsibility.	.745	.303	.102	5.390E-02	-.202
Improved inter-personal relations.	.726	.267	3.194E-02	-.256	-.154
Improved job satisfaction.	.710	.182	-4.690E-02	.467	-.180
Improved prospects for promotion.	.610	.366	8.668E-02	.489	6.107E-02
Improved ability to sell the organization products in a customer satisfying manner.	.599	.374	4.438E-02	-.382	.143
Negotiation skills	-.384	.838	-.208	3.321E-02	-5.872E-02
Relief from the day-to-day routine.	-.352	.794	.166	-7.091E-02	-.293
Motivating skills	-.379	.789	-.276	6.091E-02	.115
Enriching the knowledge through interaction with other people	-.445	.782	.646	-5.524E-02	-.242
Conflicting skills	-.367	.736	.626	-.123	.115
Improving problem-solving skills	-.218	.609	-.490	.380	.264
Self awareness.	.473	.461	.209	-.245	-.280
Better realization of duties and responsibilities	.398	.415	-.507	-.138	-3.287E-02
Improved ability to resolve conflicting situation	.283	.452		.367	.271
Improved decision-making skills.		-4.125E-02		.399	.139
Identification with the goals of the organization.		.189		-.466	.636
Improved self-confidence.		.393		4.047E-04	.516

Extraction method: Principal component analysis.

The table 5 shows that first factor loaded 26.583 per cent of variation on Improved decision-making skills, the second factor loaded 23.465 per cent on Improved self-confidence, the third factor loaded 9.648 per cent variation on Identification with the goals of the

organization, the fourth factor loaded 8.517 per cent variation on Improved ability to sell the organization products in a customer satisfying manner and the fifth factor loaded 7.852 per cent variation on Improved job satisfaction.

FACTOR COMPONENTS

Table 6: Component matrix

Components	Component matrix				
	1	2	3	4	5
Improved ability to appraise the Performance of organization	.914	.238	8.108E-02	-7.193E-02	-.127
Improved public relations.	.826	.328	2.888E-02	-2.902E-02	-.142
Improved ability to achieve judicious use of resources.	.750	.379	-8.744E-02	-.135	-6.990E-02
Improved ability to delegate authority and responsibility.	.745	.303	.102	5.390E-02	-.202
Improved inter-personal relations.	.726	.267	3.194E-02	-.256	-.154
Improved job satisfaction.	.710	.182	-4.690E-02	.467	-.180
Improved prospects for promotion.	.610	.366	8.668E-02	.489	6.107E-02
Improved ability to sell the organization products in a customer satisfying manner.	.599	.374	4.438E-02	-.382	.143
Negotiation skills	-.384	.838	-.208	3.321E-02	-5.872E-02
Relief from the day-to-day routine.	-.352	.794	.166	-7.091E-02	-.293
Motivating skills	-.379	.789	-.276	6.091E-02	.115
Enriching the knowledge through interaction with other people	-.445	.782	.646	-5.524E-02	-.242
Conflicting skills	-.367	.736	.626	-.123	.115
Improving problem-solving skills	-.218	.609	-.490	.380	.264
Self awareness.	.473	.461	.209	-.245	-.280
Better realization of duties and responsibilities	.398	.415	-.507	-.138	-3.287E-02
Improved ability to resolve conflicting situation	.283	.452		.367	.271
Improved decision-making skills.		-4.125E-02		.399	.139
Identification with the goals of the organization.		.189		-.466	.636
Improved self-confidence.		.393		4.047E-04	.516

The above table 6 shows that the first component is highly rotated positively at 0.914 on improved ability to appraise the performance of organization followed by improved public relations at 0.826 and improved ability to achieve judicious use of resources at 0.750. The component is highly rotated nega-

tively at 0.445 on enriching the knowledge through interaction with other people.

The second component rotated at lower level compared to factor 1 and highly and positively loaded at 0.838 on negotia-

tion skills, on relief from the day-to-day routine at 0.794, on motivating skills at 0.789 and on conflicting skills at 0.736. The other variables of the second component show rather low rotation. The third component rotated highly and positively on enriching the knowledge through interaction with other people at 0.646 and conflicting skills at 0.626. The other variables of

this component show lower rotation values. The fourth component rotated positively at a lower level at 0.489 on improved prospects for promotion and improved job satisfaction at 0.467. The fifth component rotated positively at a lower level at 0.636 on Identification with the goals of the organization and improved self-confidence at 0.516.

ROTATED COMPONENT MATRIX
Table 7: Rotated Component matrix

	Component				
	1	2	3	4	5
10. Improved ability to appraise the performance of organization	.934	-.150	-3.522E-02	3.238E-02	.152
11. Improved public relations.	.892	-2.697E-02	-6.850E-03	6.768E-02	.110
9. Improved ability to delegate authority and responsibility.	.834	-3.807E-02	6.039E-02	1.265E-02	8.140E-04
8. Improved ability to achieve judicious use of resources.	.814	8.101E-02	-8.811E-02	.118	.217
7. Improved inter-personal relations.	.783	-8.214E-03	-.166	-6.666E-02	.211
5. Improved job satisfaction.	.742	-.142	.204	.326	-.265
6. Improved prospects for promotion.	.666	-3.071E-02	.460	.307	-7.503E-02
4. Improved ability to sell the Organization products in a customer satisfying manner.	.627	9.364E-02	-7.371E-02	-4.612E-02	.508
18. Negotiation skills.	-1.375E-02	.901	.240	2.772E-03	-1.917E-03
15. Enriching the knowledge through interaction with other people.	-3.039E-02	.896	.148	-.190	-.103
16. Relief from the day-to-day routine.	7.860E-02	850	.176	-.280	-.108
19. Motivating skills.	-8.412E-02	.847	.263	.147	.102
17. Conflicting skills.	-.101	.845	8.409E-02	.122	.201
20. Self awareness.	1.845E-02	.662	-.244	-7.970E-02	-5.533E-02
13. Improved ability to resolve conflicting situation	-4.609E-02	.190	.867	-.243	5.713E-02
14. Improving problem-solving skills	-9.865E-02	.490	.669	9.063E-02	2.737E-02
1. Improved decision-making skills.	.324	-.155	-2.490E-02	.712	-8.643E-02
2. Improved self-confidence.	.209	.278	2.767E-02	.640	.477
12. Better realization of duties and responsibilities	.210	.189	.413	-.577	.163
3. Identification with the goals of the organization.	.252	-.107	.115	-5.531E-02	.876

In table 7 the first component is highly rotated positively at 0.934 on improved ability to appraise the performance of organization, followed by improved public relations at 0.892 and improved ability to achieve judicious use of resources at 0.834. The second component rotated at lower level compared to factor 1 and highly and positively loaded at 0.901 on negotiation skills, on. Enriching the knowledge through interaction with other people at 0.896, on relief from the day-to-day routine at 0.850 and on motivating skills is at 0.847. The other variables of the second component show rather low rotation. The third component rotated highly and positively on improved ability to resolve conflicting situation at 0.867 and improving problem-solving skills at 0.667. The other variables

of this component show lower rotation values. The fourth component rotated positively at a lower level at 0.712 on improved decision-making skills and improved self-confidence at 0.640. The fifth component rotated positively at a lower level at 0.870 on identification with the goals of the organization and improved self-confidence at 0.477.

Satisfaction on the methodology adopted for evaluation of the training programmes.

Information on whether the trainees were satisfied on the methodology adopted for evaluation of the training programmes has been elicited and presented in the table 8.

Opinion of the trainers	(a) Age if the respondents (years)				Total no. of respondents	(b) Education of the respondents						Total no. of respondents	(c) Position of the respondents		Total no. of respondents
	25-35	35-45	45-55	55-60		SSC	Inter	Degree	PG	Diploma	B.Tech		Executives	Supervisors	
Satisfied	9 (15.0)	26 (43.3)	17 (28.3)	8 (13.3)	60 (100.0)	8 (13.3)	8 (13.3)	16 (26.7)	12 (20.0)	11 (18.3)	5 (8.3)	60 (100.0)	10 (16.7)	50 (83.3)	60 (100.0)
Not satisfied	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	9 (15.0)	26 (43.3)	17 (28.3)	8 (13.3)	60 (100.0)	8 (13.3)	8 (13.3)	16 (26.7)	12 (20.0)	11 (18.3)	5 (8.3)	60 (100.0)	10 (16.7)	50 (83.3)	60 (100.0)

Table 8: Satisfaction of the trainers on the methodology adopted for evaluation of the training programme8
Source: Field data.

Note: Figures in parentheses represent percentage to total.

ages, educational qualifications and positions (100%) were satisfied on the methodology adopted by the trainers for evaluation of the training programmes.

Overall appraisal of training programmes conducted

The information on the overall evaluation of training pro-

The table 8 clearly shows that all the 60 respondents of all

grammes by the organization has been elicited and presented in the table 9.

Table 9: Trainers' opinion on the level of satisfaction on the training programmes conducted by the organization

Source of finance	(a) Age if the respondents (years)				Total no. of respondents	(b) Education of the respondents						Total no. of respondents	(c) Position of the respondents		Total no. of respondents
	25-35	35-45	45-55	55-60		SSC	Inter	Degree	PG	Diploma	B.Tech		Executives	Supervisors	
Fairly satisfactory	2 (3.3)	4 (6.7)	2 (3.3)	1 (1.7)	9 (15.0)	1 (1.7)	2 (3.3)	2 (3.3)	2 (3.3)	1 (1.7)	1 (1.7)	9 (15.0)	2 (3.3)	7 (11.7)	9 (15.0)
satisfactory	7 (11.7)	22 (36.7)	15 (25.0)	7 (11.7)	51 (85.0)	7 (11.7)	6 (10.0)	14 (23.3)	10 (16.7)	10 (16.7)	4 (6.7)	51 (85.0)	8 (13.3)	43 (71.7)	51 (85.0)
Not satisfactory	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	9 (15.0)	26 (43.3)	17 (28.3)	8 (13.3)	60 (100.0)	8 (13.3)	8 (13.3)	16 (26.7)	12 (20.0)	11 (18.3)	5 (8.3)	60 (100.0)	10 (16.7)	50 (83.3)	60 (100.0)

Table 9: Trainers' opinion on the level of satisfaction on the training programmes conducted by the organization

Source: Field data.

Note: Figures in parentheses represents percentage to total.

The table 5.13 presents that 9 respondents (15%) of all ages, educational qualifications and positions opined that the training programmes were fairly satisfactory while, 51 respondents (85%) of all ages, educational qualifications and positions opined it as satisfactory and none opined them as not satisfactory. It is concluded that majority of the respondents, i.e., 51 respondents (85%) of all ages, educational qualifications and positions expressed that the training programmes were satisfactory.

CONCLUSION

All the 60 respondents of all ages, educational qualifications and positions (100%) were satisfied on the methodology adopted by the trainers for evaluation of the training programmes, 41 respondents (68.3 %) of all ages, educational qualifications and positions opined that the programmes were conducted independently, 39 respondents (65 %) of all ages, educational qualifications and positions felt that the training programmes are conducted with technical collaboration, 41 respondents (68.3 %) of all ages, educational qualifications and positions opined that the organization itself was the major source of financing the training programmes and (85%) of all ages, educational qualifications and positions expressed that the training programmes were satisfactory.

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