

A STUDY ON KEY SUCCESS FACTOR OF TRAINING AND DEVELOPMENT IN NANDHI DALL MILLS PVT LTD AT SALEM

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Abstract—*Training and development play vital and important role in Nandhi Dhal Mill industry in the modern day. Considering it, my study on training and development in Nandhi Dhal Mill industry gives me a scope to know in detail about the different techniques and method adopted by Nandhi Dhal Mill industry to train their employees very effectively and efficiently.*

INTRODUCTION

Training intervention in human resources development is very crucial issue in an organization. To an organization, it is regarded as to achieve effective human resources development objectives. The effectiveness of human resources development program depends on the degree of participation of employees and hence reflects in the intended business outcome. Unlike in adult education research, the employees participates in human resources development has received little attention among the researchers. Presently, there is need for research on training participation because of the concern low participation and high drop-out rate of e-learning within the industry. TANCEM ordering to a report cited only about 69 percent of employees participated in mandatory e-learning while 32 percent of employees participated in voluntary training. Another report confirms that more than 70 percent of participated in e-learning training program do not complete the online program schedule. This is refers to an embarrassing secret corporate learning.

REVIEW OF LITERATURE

This chapter deals with the review of the previous studies relevant to the field of training and development.

Jelena vemic (2007) made an analysis on employee training and development and the learning organization. It is argued that ever changing dynamic business scenario emphasizes on employee up graduation in knowledge, skills, and attitudes. Human capital is the best asset available to utilize for fulfilling organizational objectives. The organization should utilize other resources prominently to train human resources. Therefore, training employees is more important to excel the performance. The responsibility of training and development are ensures organization climate and culture.

Giangreco et.al.(2009) stated that key determinants of overall satisfaction with training are perceived training efficiency and perceived usefulness of training.

Bates et al., (2010) stated that usefulness of training program is possible only when the trainee is able to practice the theoretical aspects learned in training program in actual work environment. They highlighted the use of role playing, cases, simulation, mediated exercise and computer based learning to provide exposure to a current and relevant body of knowledge and real world situations.

Arora and suman(2011) reveals that training determines the competency level of employees which helps in deciding the future of any organization. Growing attrition, demands and aspiration of employees all lead to a severe challenge for preparing the workforce for attaining future roles. The role of training becomes imperative. The purpose of study is to focus on factors of mill industry training and development. That made to understand the role of trainer and others factors that affect god learning. The data was collected through the sampling. The finding will help in providing inputs for bringing improvements in designing training programs, like effective setting of training objectives, identifying training needs, and selecting training methods and other inputs, so that the resulting training will help in developing a trained workforce.

Rajendran karuppanan (2012) reveals that training has an important role to play and it is expected to inculcate positive changes in knowledge, skills and attitudes. Employees training tries to improve skills so that the employee is better equipped to do his present job or to prepare him for a higher position with increased responsibilities. Training and development program are necessary in any organization for improving the quality of work of the employees at all levels particularly in the world of fast changing technology and environment.

Kulkarni (2013) said that it is an important aspects which are needed to be studied and focused on. It also suggest the needs of training and development which can be determined by the employee performance deficiency. According to this review the major areas employees are normally trained in an organization are soft skill development , managerial and supervisory training program, quality improvement skills , employees efficiency development programs, violence prevention program , regulatory compliance , goal setting and implementation of programs, workplace. This plays an important role in the competency and challenging format of business in this competitive world and enhance the overall performance of the organization in various ways.

Kum, F.D (2014) . Indicated the training and development is a critical process, which seeks to improve the performance of workers in the organization. In order to form competent committees, employees relevant expertise and intellectual capacity needs to be improved,. Some of the organization depend on having people with the right skills attitudes and capabilities in order to reach goals.

Falola, H.O (2015) said that training and development is indispensable strategic tool for enhancing employee ;performance and organization keep increasing training budget on yearly basis with believe that it will earn them competitive edge. The main objective of this study is to examine the effectiveness on employee performance and organization competitive advantage. Descriptive research methods was adopted for studying the various method and analysis of the employees. Training and development of the employees depends on how well the organization wants to achieve their full potential. Different organizations encourage the human resource management to involve every employee into assessment. As a result of the Human resource and business leaders can decide on whom among their employee belong to training.

The three training objectives were to assess knowledge gained through a Web-based training to determine participant reaction to Web based material and discussion. The evaluation of the training began with an on –line pretest and on-line learning style instrument. The pretest, posttest , questionnaire were paired by the agents social security numbers. Fifty-five agents of the available (106) agents completed all four instruments and were included in this study said that ”training and development” are used together to decide the overall improvement and education of an organization employees. However while closely related there are important differences between the terms that center on the scope of the application. In general, training programs have specify and quantifiable goals, like operating a particular piece of machinery, understanding a specific process, or performing certain procedures with great precision. Development al programs on other hand, concentrate on broader skills that are applicable to a wider variety of situations, such as decision making, leadership skills, goal setting.

Muhammad khan et al., (2016) discuss the skill sets of workers, especially educational attainment and technical and vocational training capacity and its relationship with wages in district Fasalabad. The analysis highlights the need to promote education of labour force through greater investment on training program so that male and female productivity could be increased. Education and vocation training needs to be increased in order to increase labour in closely linked to the requirement of the domestic industry, service and agriculture sector in the district.

Training and development of the employees depends on how well the organization wants to achieve their full potential. Different organizations encourage the human resource management to involve every employee into assessment. As a result of the assessment, the HR and business leaders can decide on whom among their employee belong to training program have the natural feeling of anxiety because it is new to their everyday task.

ABD EI- HADY R.A.M.(2017)the success of organizations is however dependent on its knowledgeable, skilled as well as experienced workforce. Therefore in order to maintain sustainability, organizations must see continuous employee training and development as invaluable. Training and development is very essential at all levels, due to the reason that skills that becomes obsolete over a period of time and has to be replenished. Training and development also creates a pool of employees and chance for promotion or to replace employees who have left they organization. This study highlights the training and development of an employee, plays an important role and high authorities of these different sectors give feedback that all employees should be given opportunities of training and development that leads to organizational efficiency and growth.

STATEMENT OF THE PROBLEM

Training and development play vital and important role in Nandhi Dhal Mill industry in the modern day. Considering it, my study on training and development in Nandhi Dhal Mill industry gives me a scope to know in detail about the different techniques and method adopted by Nandhi Dhal Mill industry to train their employees very effectively and efficiently.

The problem statement included various factors such as knowing the training and development facilities to the employees and also to know what best effort has been put in by the firm to improvise it so that it can be utilized effectively and efficiently by the employees in the organization.

Nandhi Dhal Mill industry being a firm with very little number like should give more concentration on its employees with regard to train them. Some amount of concentration has been given to the training of employees, however the consistency needs to be maintained in order to make sure all the employees are well knowledge are in a better position to carry on their work with much more effectiveness in case of any unexpected issues or obstacles.

OBJECTIVES OF THE STUDY

- To examine the impact of training to the workers.
- To study the changes in behavioral pattern due to training.
- To analyse the cost effectiveness in implementing training programs.
- To evaluate the various training program organized by the company.
- To understand the programs and their impact on the employees of Nandhi Dhal Mill at Salem.
- To calculate the views and opinion of the employees regarding the program provided at Nandhi Dhal Mill at Salem.

SCOPE OF THE STUDY

- The study covers specific areas of training in Nandhi Dhal Mill at Salem.
- The scope of the study is the number of training program provided, training needs done, types of training, faculty efficiency, enhance of skills and the overall effectiveness in the company.
- In this way some new spheres may be available if this project work is taken up.
- The study has covered with vital role of employees training and their skills development.
- This will help the management to know the satisfaction levels of employees and they can take measures to increase productivity.

LIMITATIONS OF THE STUDY

The present study is limited to many aspects. Providing information about training and development is the outcomes of various variables. It is not possible to take in to consideration each and every criteria in this study.

- As the study is carried out for academic purpose, due to constraints of time and cost, a comprehensive study was not possible.
- Some of the information given by the respondents may be bias.
- Could not able to collect the information from all the employees of the organization because of busy schedule of employees.
- The question that are asked being personal, some of them hesitated to answer it.
- Analysis is done on the assumption that respondents have given correct information through the questionnaire.
- The study is based on the information furnished by respondent and is subjected to the sample of 120 respondents.

RESEARCH METHODOLOGY

Generally the research methodology is of three types, via. exploratory, descriptive and casual research methodology is defined as the specification of methods and procedures for acquiring the information needed. It is a plan of organization frame work, for doing the collection of data.

“The research design for this research is descriptive in nature”.

DESCRIPTIVE STUDY:

Descriptive research studies are those study which are concerned with describing the characteristics of a particular individual, or group. In this research, the researchers must be able to define clearly, what they want to measure and find adequate methods for measuring it along with a clear cut definition of population they want to study. The design in such studies must be rigid and flexible and must focus attention on the following.

- 1) Formulating the objective of the study
- 2) Design the methods of data collection
- 3) Selecting the sample
- 4) Collection the data
- 5) Processing and analyzing the data
- 6) Reporting the finds.

The research design is descriptive in nature and study is mainly based on the data collected from primary source.

DATA COLLECTION METHOD:

The data is mainly collected through primary sources.

Primary data:

It contains original information gathered for a specific purpose. The first hand information has been collected through administering the questionnaire by direct contact method and through informal meeting and observation.

RESEARCH INSTRUMENT:

In this project, the data were collected through structured questionnaire of 22 questions.

SAMPLING:

Sampling is the process of selecting units (e.g. people, organization) from the population of interest so that by studying the sample we can fairly generalize our results back to the population from which they were chosen.

TYPES OF SAMPLING:

Probability methods require a sample frame (a comprehensive list of the population of interest). Probability methods rely on random selection in a variety of ways from the sample frame of the population. They permit the use of higher level statistical techniques which require random selection, and allow you to calculate the difference between your sample results and the population equivalent value so that you can confidently state that you know the population values.

SAMPLING TECHNIQUES:

Sampling techniques used in this study is “Simple Random sampling”.

In simple random sampling, each item or element of the population has an equal chance of being chosen at each draw. A sample is random if the method for obtaining the sample meets the criterion of randomness (each element having an equal chance at each draw). The actual composition of the sample itself does not determine whether or not it was a random sample.

POPULATION SIZE:

A group of individual or items that share one or more characteristics from which data can be gathered and analyzed.

The overall population size is 500.

SAMPLING SIZE:

The sample size taken for this study is 120.

TOOLS FOR STATISTICAL ANALYSIS:

Chi square Analysis:

Chi square is the one of the simplest and most widely used non- parametric test in statistical work. The quantity x^2 describes the magnitude at the discrepancy between theory and observation.

$$\text{Chi square}(x^2) = \sum \frac{(O_i - E_i)^2}{E_i}$$

O = Observed frequency

E = Expected frequency

In general the expected frequency for any cell can be calculated from the following equation.

$E = \frac{RT \times CT}{N}$. The calculated value of chi square is compared with the table value of x^2 given degrees of freedom of certain level of significance. If at the stated level of calculated value of x^2 the difference between theory and observation is considered to be significant. Otherwise it is not significant.

Degrees of freedom = (r-1) (c-1)

DATA ANALYSIS AND INTERPRETATION

CHI SQUARE ANALYSIS: 1

The relationship between the Age and needs of training.

Age/ needs of training	Skill & knowledge develop	Employee turnover	Timeconsume	Achievement	Others	Total
20 years	8	9	7	4	4	32
25-30	6	7	5	3	2	23
31-35	6	6	5	3	2	22
36-40	7	8	6	3	3	27
Above 40	3	4	5	2	2	16
Total	30	34	28	15	13	120

Source: primary data

NULL HYPOTHESIS:

H₀: There is no significance relationship between age and needs of training.

ALTERNATIVE HYPOTHESIS:

H₁: There is significance relationship between the age and needs of training.

Particular	Observed Frequency (O _i)	Expected Frequency (E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
R ₁ C ₁	8	8	0	0
R ₁ C ₂	9	9.06	0.003	0.000
R ₁ C ₃	7	7.46	0.211	0.028
R ₁ C ₄	4	4	0	0
R ₁ C ₅	3	3.46	0.211	0.061
R ₂ C ₁	6	5.75	0.062	0.010
R ₂ C ₂	7	6.51	0.240	0.036
R ₂ C ₃	5	5.36	0.129	0.024
R ₂ C ₄	3	2.87	0.016	0.005
R ₂ C ₅	2	2.49	0.240	0.096
R ₃ C ₁	6	5.5	0.25	0.045
R ₃ C ₂	6	6.23	0.052	0.008
R ₃ C ₃	5	5.13	0.016	0.003
R ₃ C ₄	3	2.75	0.062	0.022
R ₃ C ₅	2	2.38	0.144	0.060
R ₄ C ₁	7	6.75	0.062	0.009
R ₄ C ₂	8	7.65	0.122	0.016
R ₄ C ₃	6	6.3	0.09	0.014
R ₄ C ₄	3	3.37	0.136	0.040
R ₄ C ₅	3	2.92	0.006	0.002
R ₅ C ₁	4	4	0	0
R ₅ C ₂	5	4.53	0.220	0.048
R ₅ C ₃	4	3.73	0.072	0.019
R ₅ C ₄	2	2	0	0
R ₅ C ₅	2	1.73	0.072	0.042
Calculated value				0.588

Chi

square : $\sum (O_i - E_i)^2$

E_i

Degree of freedom: (r-1) (c-1)

: (5-1) (5-1)

: 4×4

: 16

Level of significance: 5%

Table value : 26.30

Calculated value : 0.588

Calculated value < Table value = H₀ is Accepted.

RESULT:

Since the calculated value is less than the table value. So we accept the null hypothesis(H₀). There is no significance relationship between the age of respondents and needs of training.

CHI SQUARE ANALYSIS: 2

The relationship between the experience and frequency of training.

Experience / Frequency of training	3 month once	6 month once	9 month once	Yearly once	Others specify	Total
Freshers	10	5	1	5	3	24
2-3 years	8	3	5	4	2	22
3-5 years	10	6	5	3	3	27
5- 7 years	6	5	4	4	6	25
Above10 years	9	4	4	3	2	22
Total	43	23	19	19	16	120

Source: primary data

NULL HYPOTHESIS:

H₀: There is no significance relationship between the experience and frequency of training.

ALTERNATIVE HYPOTHESIS:

H₁: There is significance relationship between the experience and frequency of training.

Particular	Observed frequency (O_i)	Expected Frequency(E_i)	(O_i-E_i)²	(O_i-E_i)² / E_i
R ₁ C ₁	10	8.6	1.96	0.22
R ₁ C ₂	5	4.6	0.16	0.03
R ₁ C ₃	1	3.8	7.84	2.06
R ₁ C ₄	5	3.8	1.44	0.37
R ₁ C ₅	3	4.2	0.04	0.01
R ₂ C ₁	8	7.88	0.01	0.00
R ₂ C ₂	3	4.21	1.46	0.34
R ₂ C ₃	5	3.48	2.31	0.66

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R ₂ C ₄	4	3.48	0.27	0.07
R ₂ C ₅	2	2.9	0.81	0.27
R ₃ C ₁	10	9.67	0.10	0.01
R ₃ C ₂	6	5.17	0.68	0.13
R ₃ C ₃	5	4.27	0.53	0.12
R ₃ C ₄	3	4.27	1.61	0.37
R ₃ C ₅	3	3.6	0.36	0.1
R ₄ C ₁	6	8.95	8.70	0.97
R ₄ C ₂	5	4.79	0.04	0.00
R ₄ C ₃	4	3.95	0.00	0
R ₄ C ₄	4	3.95	0.00	0
R ₄ C ₅	6	3.33	7.12	2.13
R ₅ C ₁	9	7.88	7.88	1.25
R ₅ C ₂	4	4.21	4.21	0.04
R ₅ C ₃	4	3.48	3.48	0.27
R ₅ C ₄	3	3.48	3.48	0.23
R ₅ C ₅	2	2.93	2.93	0.86
Calculated value				10.48

Chi square : $\sum (O_i - E_i)^2$

E_i

Degree of freedom : (R-1)(C-1)

: (5-1)(5-1)

: 4×4

: 16

Level of significance: 5%

Table value : 26.30

Calculated value : 10.48

Calculated value < Table value = H₀ is Accepted.

RESULT:

Since the calculated value is less than table value. So we accept the null hypothesis (H₀). There is no significance relationship between the experience and frequency of training.

CHI SQUARE ANALYSIS: 3

The relationship between educational qualification and number of training program attend per year.

Educational qualification/attend training program	Less than 5	5-10	10-15	15-20	More than 20	TOTAL
SSLC	6	7	5	3	2	23
HSC	9	9	6	5	2	31
Diploma	7	6	4	2	3	22
UG/PG	8	7	6	3	3	27
Others	5	4	2	4	2	17
TOTAL	35	33	23	17	12	120

Source: Primary data

NULL HYPOTHESIS:

H₀: There is no significance relationship between educational qualification and number of training program attend per year.

ALTERNATIVE HYPOTHESIS:

H₁: There is significance relationship between educational qualification and Number of training program attend per year.

Particular	Observed frequency (O_i)	Expected frequency (E_i)	(O_i – E_i)²	(O_i- E_i)²/ E_i
R ₁ C ₁	6	6.70	0.49	0.08
R ₁ C ₂	7	6.32	0.46	0.07
R ₁ C ₃	5	4.40	0.36	0.08
R ₁ C ₄	3	3.25	0.06	0.01
R ₁ C ₅	2	2.3	0.09	0.03
R ₂ C ₁	9	9.04	0.00	0
R ₂ C ₂	9	8.52	0.23	0.02
R ₂ C ₃	6	5.94	0.00	0
R ₂ C ₄	5	6.97	3.88	0.55
R ₂ C ₅	2	3.1	1.21	0.39
R ₃ C ₁	7	6.41	0.34	0.05
R ₃ C ₂	6	6.05	0.00	0
R ₃ C ₃	4	4.21	0.04	0.00
R ₃ C ₄	2	3.11	1.23	0.39
R ₃ C ₅	3	2.2	0.04	0.01
R ₄ C ₁	8	7.87	0.01	0.00

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R ₄ C ₂	7	7.42	0.17	0.02
R ₄ C ₃	6	5.17	0.68	0.13
R ₄ C ₄	3	3.82	0.67	0.17
R ₄ C ₅	3	2.7	0.09	0.03
R ₅ C ₁	5	4.95	0.00	0
R ₅ C ₂	4	4.67	0.44	0.09
R ₅ C ₃	2	3.25	1.56	0.48
R ₅ C ₄	4	2.40	2.56	1.06
R ₅ C ₅	2	1.7	0.09	0.05
Calculated value				3.71

$$\text{Chi square} : \sum (O_i - E_i)^2 / E_i$$

$$\text{Degree of freedom} : (R - 1) (C - 1)$$

$$: (5 - 1) (5 - 1)$$

$$: 4 \times 4$$

$$: 16$$

Level of significance: 0.05%

Table value : 26.30%

Calculated value : 3.71

Calculated value < Table value = H₀ is Accepted.

RESULT:

Since the calculated value is less than the table value. So we accept the null hypothesis (H₀). There is no significance relationship between educational qualification and attend training program in a year.

FINDINGS

- Since the calculated value is less than table value .So we accept the null hypothesis (H₀).There is no significance relationship between the age of respondents and needs of training.
- Since the calculated value is less than table value. So we accept the null hypothesis (H₀). There is no significance relationship between the experience and frequency of training.
- Since the calculated value is less than table value. So we accept the null hypothesis (H₀). There is nosignificance relationship between educational qualification and attend training program per year.

SUGGESTIONS

- The facilities in training and development program can be improved to satisfy the employees.
- The organisation have to provide training program for employees/ trainees should be more practical based and knowledge based.
- The Nandhi dhal mill can conduct more training program.
- The company can use fully automated technology for training the labour.
- The organization provide challenging work profile and clear carrer path.
- The company can provide an increase in responsibility and quality work.

CONCLUSION

The qualified trainer must place for giving training to their employees. The company should create awareness and interest in the minds of employees about training. The training program must be revised based on the company environment. It should try to complete the training program within the scheduled time. It should take necessary steps to give both on the job and off the job training. The training and development program must be based on its business needs.

Finally it determines that the training program gives satisfaction to the employees. So the company should follow the same patterns by providing well experienced trainers to retain the same level of satisfaction among the employees. So it leads the company's better performance in all the activities.

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