Title of the Paper: Impact on Effectiveness of Training and Development Programme with Special Reference to Aavin Dairy, Salem,Tamil Nadu.

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IMPACT ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT PROGRAMME WITH SPECIAL REFERENCE TO AAVIN DAIRY, SALEM, TAMIL NADU

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Abstract: Training and development is significant in the human resource development. It is significant role in the advancement of technology. Technically training involves change in attitude, skills or knowledge of an individual with the resultant improvement within the behavior. The dairy industry in India has been witnessing rapid development with liberalization. By way of the economic provides good opportunities for foreign investors to release the complete potential of this industry. The dairy industries are using innovating technologies and training and development programmes. This study focuses about existing training and development programmes, employee satisfaction towards training and development adopted by the firm.

Key Words: *Training programs, Development of employees, Dairy.*

INTRODUCTION

1.1 INTRODUCTION OF THE STUDY

Training and development is an organizational activity aimed toward bettering the performance of individuals and groups in organizational settings. Training and development can also describe as an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to strengthen the performance of workers. It has been known by many names including Human Resource Development, Human Capital Development and Learning and Development In earlier years the new workers were acquiring the required job skills & knowledge from experience employees. Typically they were called as Helpers. Later because of advanced technologies to face the rapid changes and retain the continuity of experienced &new comers in an organization the need of training has emerged out

as an essential parameter. Major systematic training activities in the industries started during the period of World War one and two[1].

Training is a crucial function of the human resource management. Training is organized procedure by which individual learn knowledge and skills for a particular purpose. It is not correct to assume that the candidates employed after selection will learn on the work on their own. Training is slow process and the candidates learn the things at varying paces. Training is never a waste of time and money but an investment for efficient effective working. Training is a continuous process where the objective of training is achieved to change in the behavior of the trained candidate is observed. Training is an important and necessary activity to newly recruited candidate. Whole personality in the organization. Training the newly recruited employees is that the next important step in human resource management process. Systematic and scientific training is the foundation of manpower management.

Training is the method of raising the knowledge, skills, aptitude and ability of an individual for doing the specific job efficiently. It implies imparting technical knowledge, manipulative skills, and problem solving ability and positive attitudes in the employees. The use of resources in human resource training is an investment in human assets and the skills acquired in the process is an advantage for both the enterprise and the employees. Training is different than education & development. Training is not wide like education and does not carry an emphasis on individual growth. The term education is wider in scope and more general, while training is work oriented &is aim important specific skills for doing a particular job. Development, in contrast is considered to be more general than training & more oriented to individual needs & it is most often toward management people[2].

1.1.STATEMENT OF THE PROBLE

Effectiveness of training and development programme is important to boost the skill levels and increase the flexibility and adaptableness of employees. As jobs become more complex, the importance of employee training has increased. When jobs were simple, easy to know and influenced to only a little degree by technological changes, there was some need for employees to upgrade or alter their skills. But rapid changes happening during the previous quarter century in our highly sophisticated and complex society have created increased pressures for organizations to readopt the products and services offered, the kinds of jobs required and therefore the types of skills necessary to complete these jobs. Making a balance of demand and provide of human resource is that the biggest challenges faced by dairy industry. In such a scenario of completion and growth companies rely more on training function to bridge the gap in

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[1] **Richard A. Swanson and Elwood F. Holton (2008)**, "*Foundations of Human Resource Development*", Berrett-Koehler Publishers, Inc, California.

[2] **Rajkumar (2011)**, "*Humarn Resourse Management Strategic Analysis Text and Cases*", I.K. International Publishing House pvt.Ltd., New Delhi.

human resource skill requirements. Training is never something that is done once to new employees it is used constantly in every well-run establishment. Further, technological changes, automation, require updating the talents and knowledge. As such an firm has to retrain the old employees. Hence, this study is undertaken to make an analysis of training and development aspect among workers in Aavin dairy, Salem.

1.2. OBJECTIVES OF THE STUDY

➢ To study the socioeconomic pattern of employees at aavin dairy, salem.
➢ To measure the employees awareness towards training and development and its purpose.
➢ To trace out the factors this effects on training and development among employees.
➢ To understand the employee satisfaction towards training and development adopted by the firm.

1.3. SCOPE OF THE STUDY

➢ It helps to know the training methods.
➢ It gives valuable suggestion to improve the training methods.
➢ It helps to find the needs for change in training methods.
➢ It helps to find the weather the training program helps to increase productivity.

1.4.NEEDS OF THE STUDY

Dairy industry plays important roles in developing their respective economics. It has been exposed from the economic performance that the industries which had tremendous growth and development during mid-sixties have started dwindling over the previous few years, due to employee poor performance in dairy industry, it leads to birth of trainingneeds. Training and development programme is structured activity that is the result of a consciously assessed learning need designed to improve an individual or organizations' performance. Training defined as the manner of bringing the manpower of an firm to the desired level of performance, behavior and attitude from the existing level of performance, behavior and attitude itself says that the gap between the real and expected performance, behavior and attitude leads to birth of training needs for workers at workplace and this study helps to run the business more efficiently and profitably in Aavin dairy, Salem.

2. REVIEW OF LITERATURE

Ojha and Puthali (2013)[3] studied the necessity of evaluation of training that calls for the development of the technical knowledge and skills required for fresher and associates working in

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[3] **Rajashri Survase-OJHA and Shivanand Puthali (2013).**"The Necessity of Evaluation of Training that Calls for the Development of the Technical Knowledge and Skills" International journal of pharmaceutical and chemical sciences ISSN: 2277-5005 Vol. 2 (2) pp.1135-1143

different departments of pharmaceutical industry. They described selected successful models of training and development, methods of training needs assessment for and managerial techniques those contribute to lost productivity and morale and build the confidence in employees. Researchers observed carrier growth of working professional as they adapted new skills and technologies because of trainings.

Kumar et al., (2013)[4] conducted a cross sectional study on job satisfaction among public health professionals working in public sector in Islamabad, Pakistan. This study showed that the majority of the public health respondents were dissatisfied with the professional and development opportunities they availed during their professional life. This study documented a relatively low level of overall satisfaction among workers in public sector health care organizations ; some of the responsible factors discussed were low salary, lack of trainings opportunities and career structure, inadequate supervision, insufficient cooperation and professional support, too little financial rewards and freedom to work.

Karthik, R. (2012)[5] training objectives tell the trainee that what's expected out of him at the final of the training. Training objectives are of great importance from a total of stakeholder perspectives; Trainer, trainee, designer, evaluator.

Cary chernisset (2010) [6] has done their research in the topic "Process designed training: A new approach for helping leaders develops emotional and social competence" and then have evaluated the effectiveness of a leadership development programme according to Worldwide Organization for standardization (ISO) principles. The program utilized process-designed training groups to assist Participants develop emotional and social competence. The study involved 162 mangers from nine different companies are in random assignment control group design. There were nine kinds of groups and nine managers in each group. Each group was needed to follow the identical process. His results indicated that alter two years the intervention group had improved than the controls on all emotional Competence Inventory variables.

3. RESEARCH METHODOLOGY

3.1. INTRODUCTION

Research is "systematized effort of gaining new knowledge". Research is a logical and systematic search for new and valuable information on a particular topic. It is an examination of

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[4] **Kumar, Jamil Ahmed, Babar Tasneem Shaikh, (2013),** "Job satisfaction among public health professionals working in public sector: a cross sectional study" Human Resources for Health.

[5] **Karthik, R. (2012), "**Training and Development in ITI Limited – Bangalore", Advances In Management, Vol. 5 (2), pp. 54-60

[6] **Cary cherniss (2010),** "Process-designed training; A new approach for helping leaders develops emotional and social competence", *Journcal of Management Development*, 29(5), 413-31.

finding solutions to social problems through objective and systematic analysis. It is an exploration for knowledge which is a discovery of hidden truths.

3.2. RESEARCH DESIGN

In this study the descriptive research design is used, because the descriptive type only useful to know the respondents attitude towards the research problems, normally the empirical problems are investigated adopting this descriptive type, and this method will be useful to gather the information accurately as much as possible.

3.3. SAMPLING DESIGN

3.3.1. Population: The population of the study is 400.

3.3.2. Sample size: The sample size is used for the study is 210 respondents

3.3.3. Sampling Method: The simple random sampling method is used to collecting the data.

3.3.4. Sampling Technique: Sampling defines the pursuit of selecting the part of population to represent the whole population. The sampling method used in the study was simple random sampling. The lottery method was used to select the respondents and each person is selected on random basis. The appropriate number of samples is selected.

3.4. METHOD OF DATA COLLECTION

In these study two types of data is used

a) Primary data

b) Secondary data

a) Primary Data

Primary data is original and collected by the research freshly. In this study primary data was obtained through questionnaire. A Questionnaire is a popular means of collecting Primary data A Questionnaire is a list of   Question for their own.

b) Secondary Data

Secondary data which is already available. It can be attained through Journals, Marketing and Management Magazines, Books, News Papers, Portals, Research thesis and websites etc.,

QUESTIONNAIRES

Questionnaire is used for collecting the data there are two type of questionnaire,

a) Structured Questionnaire

b) Unstructured Questionnaire

In this study the structured Questionnaire is used, the set of questions was prepared before the data collection and here mere modification or alteration is not allowed after the final draft is adopted.

3.5. STATISTICAL TOOLS USED FOR ANALYSIS

- ➢ Simple Percentage Analysis
- ➢ Chi-Square (X^2) Analysis
- ➢ Friedman Test

➢Garrett ranking techniques

4. DATA ANALYSIS AND INTERPRETATION

4.1. SIMPLE PERCENTAGE ANALYSIS

TABLE NO. 4.1.1

THE RESPONDENTS GENDERCATEGORY

S.No	Gender	No. of Respondents	Percentage
1.	Male	153	73%
2.	Female	57	27%
Total		210	100%

(Source: Primary data)

INTEREPRETATION

The above table shows that the gender group of the respondents.73% of the respondents are male, 27% of the respondents are female in the organization. Hence it is noted that majority of an employees who are working in Aavin are male category.

TABLE NO. 4.1.2

THE RESPONDENTS AGE GROUP

S.No	Age	No. of Respondents	Percentage
1.	Below 25	29	14%
2.	25-35	61	29%
3.	36-45	42	20%
4.	Above 45	78	37%
Total		210	100%

(Source: Primary data)

INTEREPRETATION

The above table shows that the age group of the respondents. 37% of the respondents are in the age group of above 45,29% of the respondents are in the age group of 25-35,20% of the respondents are in the age group of 35-45 and14% of the respondents are in the age group of below 25.Hence it is noted that majority of an employees who working in Aavin are above 45 category.

TABLE NO. 4.1.3

THE RESPONDENTS EDUCATIONAL QUALIFICAN

S.No	Education	No.of Respondents	Percentage
1.	Below SSLC	38	18%
2.	SSLC - +2	59	28%
3.	ITI/ Diploma	76	36%
4.	Above Degree	37	18%
Total		**210**	**100**

(Source: Primary data)

INTEREPRETATION

The above table shows that the educational qualification of the respondents. 36% of the respondents have completed either ITI or Diploma,28% of the respondents are SSLC - +2 and 18% of the respondents are below SSLC level. Hence it is noted that majority of an employees who working in Aavin are ITI/Diploma category.

TABLE NO. 4.1.4

THE RESPONDENTS SALARY LEVEL

S.No	Salary	No. of Respondents	Percentage
1.	Below Rs.10000	78	37%
2.	Rs.10000 - Rs.15000	46	21%

3.	Rs.16000 - Rs.20000	55	26%
4.	Above Rs.20000	31	15%
	Total	**210**	**100%**

(Source: Primary data)

INTEREPRETATION

The above table shows that the gender group of the respondents. 37% of the respondents are below Rs.10000. 26% of the respondents are Rs.16000 - Rs.20000,21% of the respondents Rs.10000 - Rs.15000 and15% of the respondents are Above Rs.20000.Hence it is noted that majority of an employees who working in Aavin arebelow Rs.10000 category.

4.2.CHI SQUARE TEST

H_0:There is no association between demographical factors and training improves human relations.

TABLE NO. 4.2.1

RESPONDENT OPINION TOWARDS TRAINING & HUMAN RELATIONS

S. No	Variables	Chi-square Value	Degree of Freedom	P value
1.	Gender	50.707	4	0.001
2.	Age	1.317	12	0.001
3.	Educational qualification	49.06	12	0.001
4.	Marital status	21.385	4	0.001

S=Significant @ 5% level (P value <=0.05); NS=Not Significant @ 5% level (P value >0.05).

It is noted from the above table 4.2.1 that since the 'P' value is less than 0.05towards employees gender, age, Educational qualification and marital status towards human relations through training and result are significant at 5% level. Hence the null hypothesis (H0) is rejected. And it is concluded that there is relationship between demographical factors such as gender, age, Educational qualification and marital status towards human relations through training.

TABLE NO.4.2.2

RESPONDENTS OPINION TOWARDS TYPES OF TRAINING

S. No	Training provides of employees	Chi-square Value	Degree of Freedom	P value
1.	On the Job Training	4.791	6	.571
2.	Off the job training	4.640	6	.591
3.	Both	0.955	1	.328

S=Significant @ 5% level (P value <=0.05); NS=Not Significant @ 5% level (P value >0.05).

The associated chi-square value between age group and opinion towards types of trainings. Since the significance and value is greater than 0.01 we accept the null hypothesis at 5% level of significance and conclude that there is no associated between age groups and the opinion towards types of trainings.

4.3. FRIEDMAN'S TEST

Satisfaction regarding the training approaches of trainer

The table No.4.3.1 describe the distribution of the Opinion towards the satisfaction regarding the training approach of the trainer is analyzed regarding "Use a local language, Hands on training, Step is step coaching, Friendly talking" are analyzed.

TABLE NO. 4.3.1.

SATISFACTION REGARDING THE TRAINING APPROACHES OF TRAINER

S. No.	Factors	Mean	SD	Mean Rank	Reliability
1.	Use a local language	2.27	1.125	2.42	
2.	Hands on training	2.17	1.294	2.29	
3.	Step is step	2.29	1.134	2.51	0.376

	coaching				
4.	Friendly talking	2.48	1.261	2.77	

(Source: Primary Data)

Interpretation

It could be noted from the above analysis that among the factors "Friendly talking "was ranked first. It is followed by the **"**Step is step coaching**"**, "Use a local language**"** was ranked third.

4.4. GARRETT RANKING TECHNIQUES

Purpose of training programme

Table 4.4.1 gives the details of Garrett ranking analysis on opinion about purpose of providing the training programme

TABLE NO. 4.4.1.

PURPOSE OF PROVIDING THE TRAINING PROGRAMME

S.No	Purpose of training programme	Mean	SD	Garrett Score	Garrett Rank
1.	To reduce the wastage	2.81	1.186	41.0	IV
2.	To improve technical skills	2.19	.943	55.75	II
3.	To improve the performance	2.03	1.085	58.25	I
4.	For future development of the organization	2.57	.937	55.0	III

(Source: Primary Data)

It could be noted from the above table that among the four purposes of providing the training programmes "To improve the performance" is ranked first. It is followed by the "To improve technical skills" and "For future development of the organization" is ranked third.

5. FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS OF THE STUDY

Findings are drawn based on the analysis and interpretation of the primary data regarding the Effectiveness of Training and Development Programme in Aavin Dairy, Salem. From the analysis and interpretation, It concluded that,

FINDINGS FROM SIMPLE PERCENTAGE

➤ It is observed that (37%) of the employees belong to the age group of above 45 Years.
➤ Majority of the respondents (73%) are belongs to male category.
➤ Most (37%) of the respondents are belongs to below Rs.10000 within the organization.

FINDINGS FROM CHI SQUARE

➤ The Chi-square analysis proves there is association between demographical factors and training improves human relations.
➤ It is concluded that there is no associated between age groups and opinion towards kinds of trainings.

FINDINGS FROM FRIEDMAN'S TEST

➤ The test of Friedman's on satisfaction regarding the training approaches of trainer "Friendly talking was ranked first. It is followed by the **"Step is step coaching"**, **"Use a local language"** was ranked third.

FINDINGS FROM GARRETT RANKING ANALYSIS

➤ Garrett ranking for find the purposes of providing the training programme shows that "To improve the performance" is ranked first. It is followed by the "To improve technical skills" and "For future development of the organization" is ranked third.

5.2. SUGGESTIONS

Based on the research outcomes the researcher has provided some following suggestions.

➤ Provide adequate training program to all members arranged accordingly. The result of the training program also should be analyzed and training should be arranged periodically
➤ Company has to introduce effective training to all department of the firm so as it help to learn more knowledge in the subject
➤ As a government organization, make discussion with HR department and other department' heads, trade union leaders and plan various training classes to workers and make them more aware about changing trends

- ➢ Give computer based training to the workers once in every three months
- ➢ Provide employee motivation programs and other training programs for the development towards profit making
- ➢ On the job training and off the job training both is important. Provide both the training continuously to the employees.
- ➢ Ensure that there is a correct linkage among organizational, operational, individual training needs
- ➢ Skill based training (product process training) should be provided.

5.3. CONCLUSION

Training and development programs play an important role in every organization. These programs improve employee Performance at workplace, it updates Employee Knowledge and enhances their personal skills and it helps in avoiding managerial Obsolescence with the utilization of these programs. It is easier for the management to assess the job performance and accordingly take decisions like employee promotion, rewards, compensations, welfare facilities, etc. Training programs also assist the managers in succession planning, employee retention and motivation. It makes efficient and effective employees in the organization. The necessity for training and development is determined by the employee's performance deficiency. The study has concentrated the training and development in Aavin diary milk Salem, the study has been conducted only for employees who have work experience above one year. Training is part of learning which basically improves job knowledge, skills and attitude in a person and is concerned with work life of individuals. Notified through manpower service commission's glossary of training terms training as a planned process to develop knowledge or skills through learning experience to achieve effective performance in the activity or range of activities. Effective implementation of this suggestion of this study will enhance the process of increase the productivity by adopting the suggestion given by the workers.

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