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A STUDY ON EMPLOYEE TRAINING AND DEVELOPMENT IN SALEM TEXTILES LTD

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Abstract

Today Training and Development plays a vital role in all areas in such a manner that employees productivity increases and thus profit of the organization gets increased. Training and Development does not improve skill of employees alone also it keeps employees in a comfortable position; it is also a kind of motivation that changes the attitude of employees towards organization policies and success. This study is done in Salem Textiles Ltd the main objective of study is to evaluate the training effectiveness and to study the knowledge gained by the employee. The study is based on both primary and secondary data and its found that training are given only at the early stage and thus there is a need to increase the training for further development of employees and also as a motivating tool.

Keywords: Training and Development, Methods & Models, Evaluation of Training Methods, Effectiveness of Training.

INTRODUCTION TO TRAINING AND DEVELOPMENT:-

TRAINING:

“The aim of training is to develop potential knowledge and skills of the trainees to carry out defined tasks and responsibilities”.

DEVELOPMENT:-

Development process is flexible and continuous; linking an individual's organization development is ongoing education to improve skills for present and future jobs.

OBJECTIVES OF STUDY

- To analyse the Quality & methods of training program in Salem Textiles Ltd
- To study the performance of the employees after attending the training
- To study the satisfaction level of respondents towards training program

SCOPE OF STUDY

- This aims at developing expertise for the performance improvement.
- This study focus mainly on closing gap in skills and competencies in Senthil Textile Mill (P) Ltd.

LIMITATION OF THE STUDY

- Since many times employees were busy researcher has found very difficult to set appreciation
- Findings are based only on the information given by the respondents
- Literacy of workmen also proved to a limit analyzing of various factors to research

RESEARCH DESIGN

The research is being conducted for 100 employees and the research method used is the descriptive research what includes survey. The survey is been conducted using a well-planned questionnaire. The questions are carefully formed after reviewing necessary literatures related to “Training and Development”. The data was collected by using both primary data & secondary data.

FRAME WORK OF ANALYSIS

In order to study the respondent’s level of satisfaction and quality and method of training program we have used are percentage analysis and chi square test was employed to judge the benefits obtained by employees through training program and also to see any significant difference in satisfaction level of respondent’s towards employee training and development.

ANALYSIS & INTERPRETATION

PERCENTAGE ANALYSIS

TABLE 1

NATURE OF TRAINING PROGRAM ATTENDED

Number	Training program	Number of respondents	Percent age (%)
1	Demonstration	30	30
2	Discussions	22	22
3	In-basket training	10	10
4	Behavior modeling	8	8
5	Apprenticeship training	30	30
	Total	100	100

Inference:

Out of 100 respondent 30% have undergone demonstration model and 22% have undergone discussions and 10% have attended In-basket technique and 8% have

undergone behavior modeling and 30% have attended apprenticeship

TABLE 2
DURATION OF THE TRAINING PROGRAM

Number	Duration	Number of respondents	Percentage (%)
1	15 days	26	26
2	1 month	32	32
3	3 month	29	29
4	6 month	8	8
5	Seasonal training	5	5
		100	100

Source: primary data

Inference :

Out of 100 respondent 26% have undergone 15 days program, 32% people have attended one-month program 29% have attended 3 month program 8% have attended 6 months of program and 5% have attended seasonal training.

TABLE 3
TEACHING AIDS USED IN TRAINING PROGRAM

Number	Teaching aids	Number of respondents	Percentage (%)
1	Flip charts /	12	12

	newsprint		
2	Slides and electronic presentation	18	18
3	White board	24	24
4	Overhead projector	16	16
5	Audio tapes / moving films	30	30
		100	100

Source: primary data

Inference:-

Out of 100 respondents 12% have been thought under flipcharts / newsprints and 18% have been thought under slides and electronic presentation 24% have been trained through white board's, 16% are thought under overhead projectors and 30% are trained through audiotapes / major films.

TABLE 4
TRAINING MODEL IN THE ORGANIZATION

Number	Training model	Number of respondents	Percentage (%)
1	Open system	66	66
2	Continuous improvement	34	34
	Total	100	100

Inference

Out of 100 respondents 66% have been undergone open system model and 34% have undergone continuous improvement model.

TABLE 5

IMPORTANT BENEFITS OF TRAINING PROGRAM

Number	Benefits	Number of respondents	Percentage (%)
1	Attainment of self-awareness	11	11
2	Acquisition of skills/ knowledge	41	41
3	Adaptability to changing condition	9	9
4	Specialized technical competence	20	20
5	Development of diagnostic	19	19
	Total	100	100

Source: primary data

Inference:

Out of 100 respondents 41% feel acquisition of skills / knowledge is beneficial 11% feel attainment of self awareness is beneficial 9% feel

adaptability to changing condition is beneficial and 20% feel specialized technical competence skills, and 19% feel development of diagnostic skills.

TABLE 6

EVALUATION DESIGN UNDERGONE IN TRAINING PERIOD

Number	Design	Number of respondents	Percentage (%)
1	Post-test only	33	33
2	Pre-test only	29	29
3	Internal referencing	18	18
4	Control group	13	13
5	Random assignment	7	7
	Total	100	100

Inference:-

Out of 100 respondents 33% have undergone an evaluation design of post test only 29% have undergone an evaluation design of pre-test only and 18% have undergone under internal referencing design and 13% under control group and 7% undergone random assignment

TABLE 7

REFLECTION OF CONTINUOUS IMPROVEMENT

Number	Particular	Number of respondents	Percentage (%)
1	New theory and innovation	25	25
2	Decrease in absenteeism	15	15
3	Increase in absenteeism	35	35
4	Retention of specialized people	25	25
		100	100

Inference

Out of 100 respondents 25% feel new theory and innovation only improve continuously 15% feel that decrease in absenteeism only improve and 35% feel increase in sales turnover and 25% feel retention of specialized people only reflect continuously.

TABLE 8

OUTCOME OF INTEREST IN TRAINING PROGRAM

Number	Interests	Number of respondents	Percentage (%)
1	Being punctual	21	21
2	Raising necessary questions	31	31
3	Experimenting the learning	19	19
4	Role ambiguity reduction	9	9
5	Raise to goal	20	20
		100	100

Inference:

Out of 100 respondents 21% say their outcome reflect by being punctual to organization and 31% feel there is a necessary to raise questions 19% feel the learning by experimenting and 9% are showing as role ambiguity reduction and 20% raise their goals.

TABLE 9
OPINION STATING THAT TRAINING OBJECTIVE HAS BEEN MET
(CATEGORY WISE)

Number	Opinion	Number of workers	Percentage (%)	Number of staff	Percentage (%)
1	Highly satisfied	31	38.75	9	45
2	Satisfied	18	22.5	6	30
3	Moderate	18	22.5	2	10
4	Dissatisfied	10	12.5	2	10
5	Highly dissatisfied	3	3.75	1	5
Total		80	100	20	100

Inference:-

Out of 100 respondent 45% of staff are highly satisfied with training objectives, 30% of the staff are satisfied with the training objective, 22.5 % of workers feel moderate and training objectives, 12.5 % of workers feel dissatisfied with training objectives. 5% of staff is highly dissatisfied with training objective

TABLE 10
TRAINING MODELS IN KEY AREAS

Number	Training model	Number of respondents	Percentage (%)
1	Orientation training	24	24
2	Team training	22	22
3	Diversity training	19	19
4	Safety training	11	11
5	Glass ceiling	24	24
	Total	100	100

Inference:

Out of 100 respondents 24% feel orientation training model is best in key area and 22% feel team training is best for key areas and 19% feel diversity training is the best and 11% safety training is the best for key area and 24% feel glass ceiling is the best training model in key areas.

TABLE 11
BARRIERS TO LEARNING IN TRAINING PROGRAM

Number	Barriers of learning	Number of respondents	Percentage (%)
1	Red tape	33	33
2	Scheduling program	29	29
3	Short lead time	18	18
4	Differences in ability	13	13

	level		
5	Lack of interest	7	7
		100	100

Inference:

Out of 100 respondent 33% feel red tape is the barrier to learn and 29% feel scheduling program is the next barrier and 18% feel short lead-time is a problem and 13% feel difference in ability level is a barrier and 7% feel lack of interest / confidence is a barrier for learning.

TABLE 12

IMPORTANT COMPONENT OF TRAINING

Number	Components	Number of respondents	Percentage (%)
1	Insight	28	28
2	Motivational	23	23
3	Follow up	11	11
4	Opportunity to learn	28	28
5	Opportunity to practice in real world	10	10
		100	100

Inference:-

Out of 100 respondent 28% feel insight as an important component and 23% feel motivation as an important, 11% feel follow up as an important component of training, 28% feel opportunity to learn as an important component and 10% feel

opportunity to practice in real world as important component of training.

CHI SQUARE TEST

TABLE 13

RELATIONSHIP WITH PEER GROUP (CATEGORY WISE)

Respondent	Excellent	Very good	Good	Fair	Poor	Total
Worker	31	24	15	6	4	80
Staff	10	4	2	2	2	20
Total	41	28	17	8	6	100

SOLUTION:

5% significance of degree of freedom

H0 = there is no significance difference between the level of Excellency and employee category.

H1 = there is significance difference between the level of Excellency and employee category

EXPECTED FREQUENCY:-

Respondent	Excellent	Very good	Good	Fair	Poor
Worker	32.8	22.4	13.6	6.4	4.8
Staff	8.2	5.6	3.4	1.6	1.2

Calculated value= 1.4

Degree of freedom df =(r-1) (c-1) =(2-1) (5-1)

=1*4

=4

So the tabulated value for degree of freedom 4 at 5% level of significance is 9.49.

**Calculated value < tabulated value:
Therefore ho is accepted**

INFERENCE:-There is no significance difference between the level of excellency and employee category.

TABLE 14

OPINION STATING THAT TRAINING OBJECTIVE HAS BEEN MET (CATEGORY-WISE)

Respondent	Highly satisfied	satisfied	moderate	Dissatisfied	Highly dissatisfied	Total
Worker	31	18	18	10	3	80
Staff	9	6	2	2	1	20
Total	40	24	20	12	4	100

SOLUTION:

5% significance of degree of freedom

H0 = there is no significance difference between the level of Excellency and employee category.

H1 = there is significance difference between the level of Excellency and employee category.

EXPECTED FREQUENCY:-

Respondent	Highly satisfied	satisfied	moderate	Dissatisfied	Highly dissatisfied
Worker	32	19.2	16	9.6	3.2
Staff	8	4.8	4	2.4	0.8

Calculated value= 0.52

Degree of freedom $df = (r-1)(c-1) = (2-1)(5-1)$

$= 1 * 4$

$= 4$

So the tabulated value for degree of freedom 4 at 5% level of significance is 9.49

**Calculated value < tabulated value :
Therefore ho is accepted**

INFERENCE:- There are no significant differences between the level of satisfaction and employee category.

TABLE 15

OVERVIEW OF TRAINING AND DEVELOPMENT

Respondent	Highly satisfied	satisfied	moderate	Dissatisfied	Highly dissatisfied	Total
Worker	22	20	19	14	5	80
Staff	6	6	3	3	2	20
Total	28	26	22	17	7	100

SOLUTION:

5% significance of degree of freedom

H0 = there is no significance difference between the level of Excellency and employee category.

H1 = there is significance difference between the level of Excellency and employee category

EXPECTED FREQUENCY:

Respo ndent	Hig hly satis fied	satis fied	mod erate	Dissat isfied	Higl y dissati sified
Work er	22.4	20.8	17.6	13.6	5.6
Staff	5.6	5.2	4.4	3.4	1.4

Calculated value= 0.53

Degree of freedom df =(r-1) (c-1) = (2-1)
(5-1)

$$=1*4 = 4$$

So the tabulated value for degree of freedom 4 at 5% level of significance is 9.49

Calculated value < tabulated value:
Therefore ho is accepted

INFERENCE:

There are no significant differences between the level of satisfaction and employee category.

FINDINGS:

- The employee are interested in learning practically
- The organization picks up only interested people for the training and development program
- Most of the workers and staff gain new set of knowledge and skills through training and development
- People of this concern not stick only to their attitude they also tune their attitude according to the organizational goal
- There is always a dramatically increase in the sales turnover this year because of training program
- There is no significance difference between the level of satisfaction and employee category.

SUGGESTION:

- Post-programmed training should be evaluated periodically
- Training program should be organized in 2nd and 3rd week of a month and not in 1st week to avoid absenteeism
- External training program should be conducted in related fields
- Latest concept in relevant field should be collected for future reference

CONCLUSION

The training and development program in Salem Textiles Ltd is good and the study reveals the training and development is the continuous process from the employees suggestions through survey and records collected through questionnaire. Training is an investment. Benefits of industry training include rapid development of workers capacity; increase productions of quality goods less production scraping quality goods less production scraping. This reveals the co-ordination of trainers and the highly satisfied employees.

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