

“A Study on effectiveness of Training & Development in Prabhat Dairy Ltd. Shrirampur”

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Abstract:

Training is a process through which a person enhances and develops his efficiency, capacity and effectiveness at work by improving and updating his knowledge and understanding the skills relevant to perform his or her job. Training also helps a person cultivate appropriate and desired behavior and attitude towards the work and people. Unless training is provided, the jobs and lives of employees in organizations are at stake. It gives people an awareness of the Rules & Procedures to guide their behavior. It is an application of knowledge to improve the performance on the Current job or to prepare one for an intended job. Organization & individual for their survival & attainment of mutual goals should develop & progress simultaneously; this can be done mainly through training technique because training is the most important technique & it is a value addition to the organization through Human Resource Development for the development of the employee. The employee she/he been selected, placed & introduced in an organization should be provided with training facilities in order to adjust & make them suitable for the Job as no organization can get a candidate who exactly matches with the job & organizational requirements.

Key Words:- Training, Development, Employee, Retention, Productivity.

A) Introduction

TRAINING AND DEVELOPMENT is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

TRADITIONAL AND MODERN APPROACH OF TRAINING AND DEVELOPMENT

Traditional Approach – Most of the organizations before never used to believe in training. They were holding the traditional view that managers are born and not made. There

were also some views that training is a very costly affair and not worth. Organizations used to believe more in executive pinching. But now the scenario seems to be changing. The modern approach of training and development is that Indian Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results

B) Importance of Training and Development

- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- **Development of skills of employees** – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of Human intellect and an overall personality of the employees.
- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- **Organization Climate** – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- **Quality** – Training and Development helps in improving upon the quality of work and work-life.

- **Healthy work-environment** – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- **Health and Safety** – Training and Development helps in improving the health and safety of the organization thus preventing obsolescence.
- **Morale** – Training and Development helps in improving the morale of the work force.
- **Image** – Training and Development helps in creating a better corporate image.
- **Profitability** – Training and Development leads to improved profitability and more positive attitudes towards profit orientation.
- Training and Development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organisational policies.
- Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

C) Review of Literature

i) Indian training Policy:

In the light of the development in the area of training, A National Training Policy has been developed in 1996 by Government of India. The Policy was necessitated because of the lag between expectation from the society and orientation of civil service system. The change has occurred from civil service regulatory oriented to development oriented task and responsibilities in addition to regulatory functions it has traditionally performed. Apart from being an important component of HRD, training is most cost effective method of improving effectiveness of personnel in an organization. The NTP covers employees directly working under both Central and State Government. The NTP Outlines a common thrust of training objectives that covers all the organization, service and functional groups. The NTP is firmly a declaration of training and spells out the 39 objectives, strategy, contents and modality to be followed in the field of training. The NTP's emphasis on the position of training manager in each government department for training of the employees is expression of the practical situation of the recognition of the training needs to meet the specific goals and objectives of T&D in each department or organization. According to Saxena & Kakkar, the salient features of NTPs are – training for all, integrated approach, Once a trainer, always a trainer, National

Training Council, Coordination Committee of Directions, Earmarking of Budget, Human Resource Development.

ii) **TRAINING METHODS:-**

Orientations, Lectures, Case Study, Role Playing, Simulations, Computer-Based Training, Web-Based Training, Self-Instruction, Audiovisual Training, Team-Building Exercises, Apprenticeships and Internships, Job Rotation, Counseling, Mentoring

iii) **Difference between Training and Development**

Training	Development
<ol style="list-style-type: none"> 1. Training is often referred to as imparting specific skills. 2. The focus is on improvement in performance after training. 3. The impact of training be experienced and assessed by the organization. 4. Usually, administrative, supervisory and technical workforce may be exposed to training program. 	<ol style="list-style-type: none"> 1. Development on the other hand is often focused at overall development of personality. 2. They focus on aspects like leadership skills, managing teams, problem solving, decision making , people skills, time management, etc.

D) Objective of the Study

- To understand the concept of training and development.
- To understand the existing training and development practices at Prabhat dairy limited.
- To know the employees opinion about existing training and development practices at Prabhat Dairy Limited.

E) Research Methodology

Types of research - Descriptive Research.

Sampling Method used - Simple Random Sampling

Sample size - 20 employees of Prabhat dairy (10 managers + 10 employees)

Primary Data - Primary data is collected through Questionnaire

Scope of the Study:-

1. The study focus on the awareness of existing training and development practices.
2. This study is also help to find out the employees opinion about existing training and development Program.

Limitation of the Study:

1. Employees were reluctant in filling the questionnaire

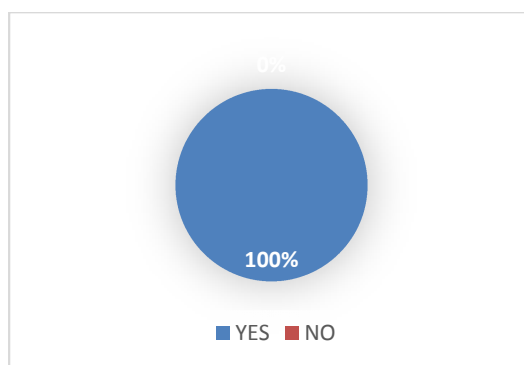
2. Visiting all the Employees was not possible so the sample size is to be reduced.
3. Data analysis is done with the help of responses given by respondents.

F) DATA ANALYSIS AND INTERPRETATION - HR

1. Does your company organize the training and development program?

<i>SR.</i>	<i>RESPONCE</i>	<i>NO.OF RESPONDANT</i>	<i>PERCENTAGE</i>
1	YES	10	100
2	NO	0	0
TOTAL		10	100

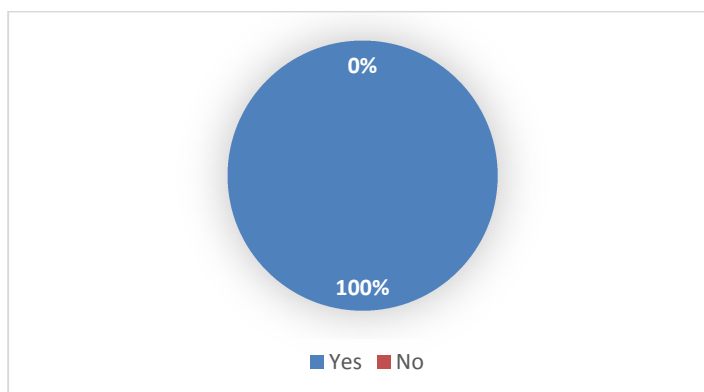
(Source:- Primary Data)



INTERPRATATION: 100% managers are said that the company organizes training and development program.

2. Does your company identify training need of employee?

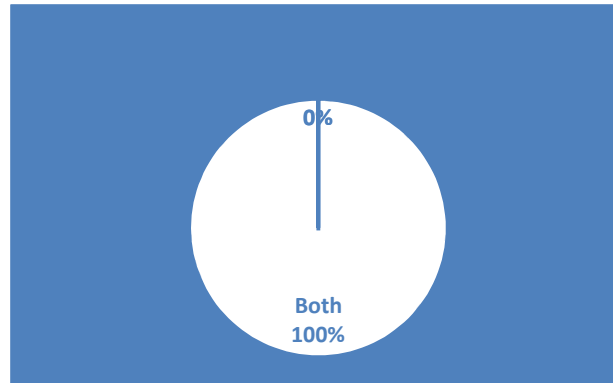
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100



Interpretation: 100% manager said that they identify training need of employee.

3. If yes, through which you identify the training need of employee?

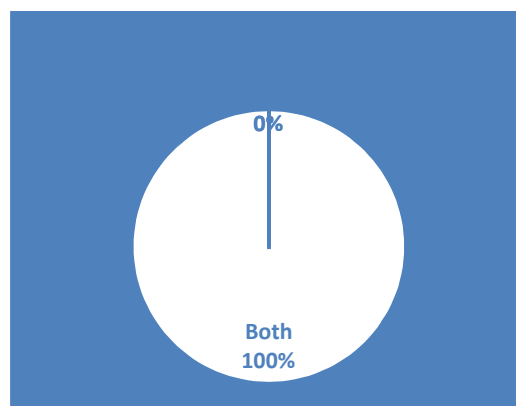
Sr.no	Particular	No of respondent	Percentage
1.	Observation	0	0
2.	Performance	0	0
3	Both	10	100
Total		10	100



Interpretation: 100% managers are said that they identify training need through both the observation and performance method.

4. Which training programs do you arrange in your organization?

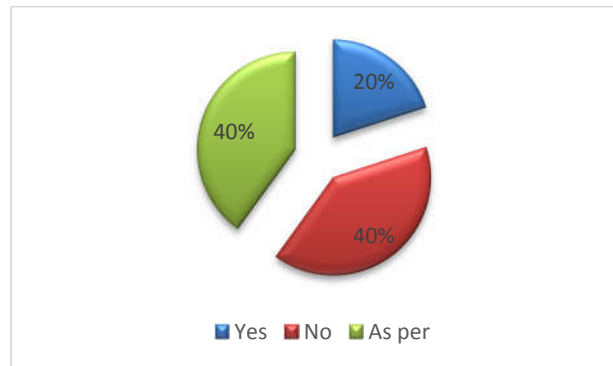
Sr.no	Particular	No of respondent	Percentage
1.	On the job	0	0
2.	Off the job	0	0
3	Both	10	100
Total		10	100



Interpretation: 100% managers are said that they arrange training program through both the method.

5. Do you require high degree of technical knowledge for your job?

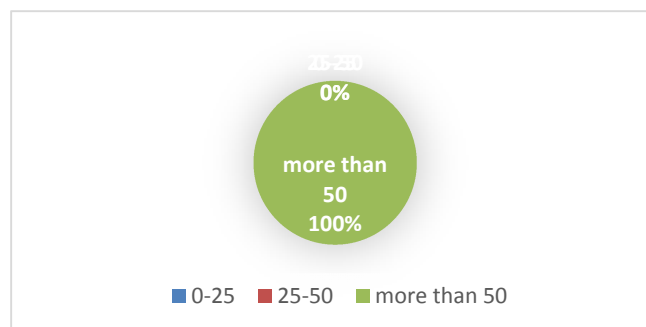
Sr.no	Particular	No of respondent	Percentage
1.	Yes	2	20
2.	No	4	40
3	As per	4	40
Total		10	100



Interpretation: 20% managers are said that there is require high degree of technical knowledge for job.

6. How much training program has been made in past one year?

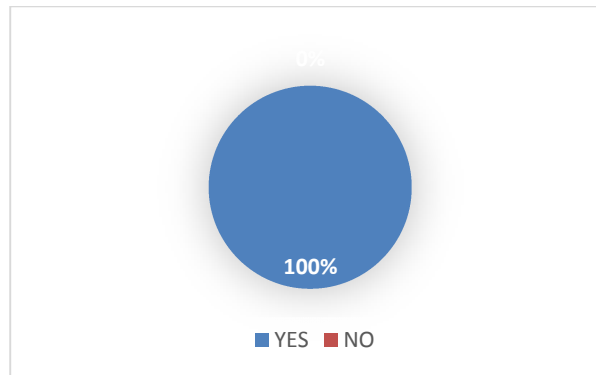
Sr.no	Particular	No of respondent	Percentage
1.	0-25	0	0
2.	25-50	0	0
3	More than 50	10	100
Total		10	100



Interpretation: 100% managers are said that they more than 50 training program in last year.

7.Does your company uses a specific training process?

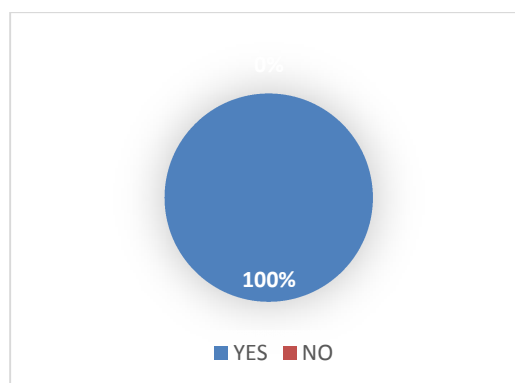
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100



Interpretation: 100% managers are said that the company used specific training process.

8.Does your top management take feedback?

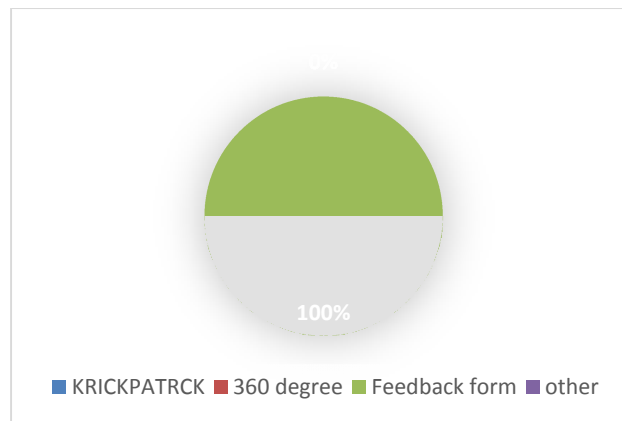
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100



Interpretation: 100% managers are said that the top management take feedback.

9. Which type of feedback method do you follow?

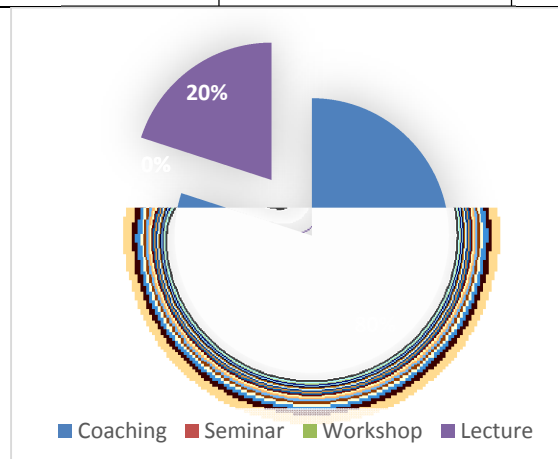
Sr. No.	Particular	No of respondent	Percentage
1	KRICKPATRCK	0	0
2	360 degree	0	0
3	Feedback form	10	100
4	Other	0	0
Total		10	100



Interpretation: 100% managers are said that they follow feedback form for taking feedback.

10. What is training method for new joint in organization?

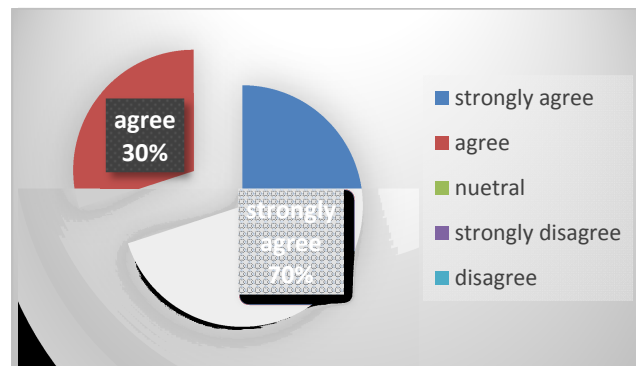
Sr. No.	Particular	No of respondent	Percentage
1	Coaching	8	80
2	Seminar	0	0
3	Workshop	0	0
4	Lecture	2	20
Total		10	100



Interpretation: 80% managers are said that coaching method for new joint in organization.

11. Are the training helps new joiners to get accustomed to organization culture?

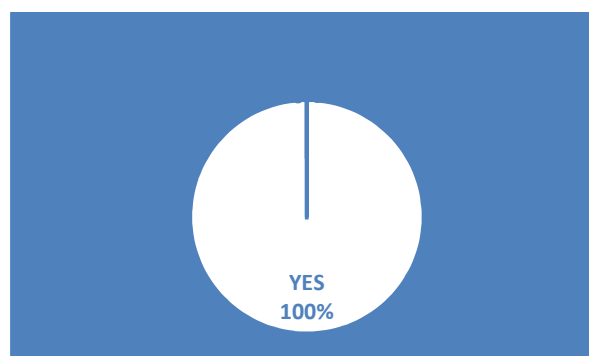
Sr. NO	Particular	No of respondent	Percentage
1	Strongly agree	7	70
2	Agree	3	30
3	Neutral	0	0
4	Disagree	0	0
5	Strongly disagree	0	0
Total		10	100



Interpretation: 70% managers are strongly agreeing with the training helps new joiners to get accustomed to organization culture.

12. Do employee development program raise unrealistic expectations about promotions?

<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100

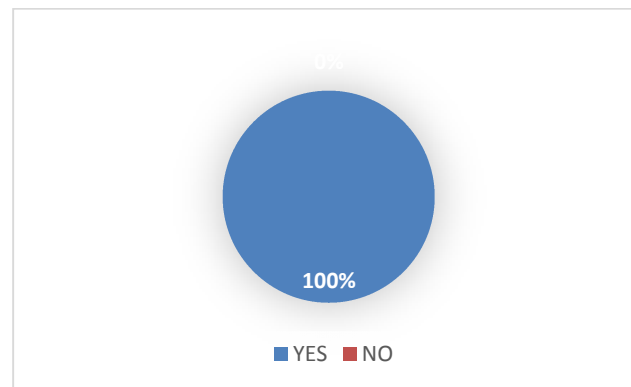


Interpretation: 100% manager are said employee development programs raise unrealistic expectations about promotions.

Questionnaire for employee

1.Does the training and development program prove efficient for your job?

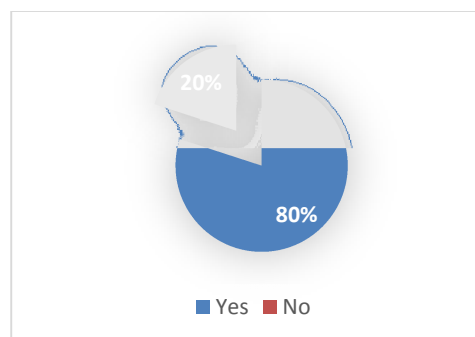
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100



Interpretation: 100% employees are said that the T&D program prove efficiently for your job.

2. Do you think some more T&D programs are given?

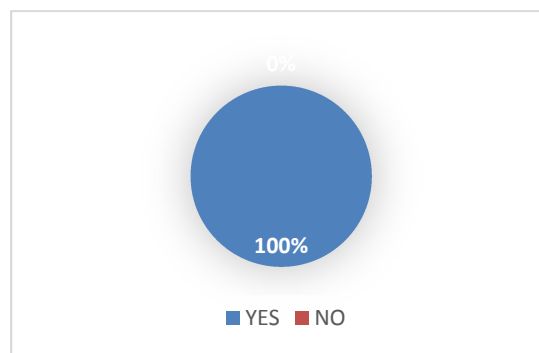
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	20
2	No	8	80
Total		10	100



Interpretation: 80% employee said no need for more training program.

3. Are your performance regularly track and measured?

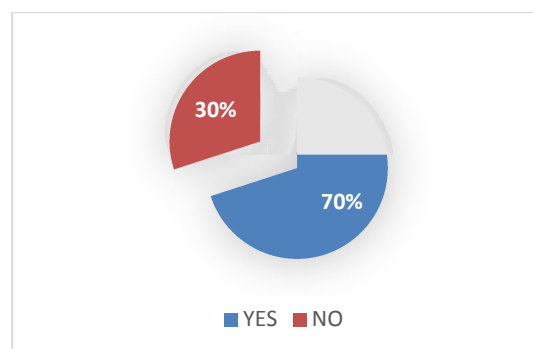
<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	10	100
2	No	0	0
Total		10	100



Interpretation: 100% employees are said that track and measured their performance regularly.

4. All technique learnt in training program are directly applied to your job?

<i>Sr. No</i>	<i>Particular</i>	<i>No. of respondent</i>	<i>Percentage</i>
1	Yes	7	70
2	No	3	30
Total		10	100



Interpretation: 70% employee said that all technique learnt in training program are directly applied to their job.

G) FINDINGS

- Training and development program is carried out in the organization for every new employee.
- All the employees are satisfied with the training and development practices.
- Training and development process includes a specific procedure and follows the feedback form method for feedback.
- Training and development program covers all the useful aspects of training and development.
- Training and development program helps the new joiners to get accustomed to organization culture. Also the employee feels motivated towards the work.
- All the employees are satisfied with the employee development program given in the organization.
- Training and development program is carried out for sufficient time.
- Organization plans, values and vision were clearly stated in induction program.

H) CONCLUSION

According to the study conducted we can conclude that the employees are highly satisfied with the training and development practices carried out at Prabhat. The employees agree that the training programs helps to increase productivity and achieve the organizational goal and development program raise unrealistic expectation about promotions. The employees said that the training programs in the organization are well planned. And also the performances are regularly track and measured. The training programs in the organization strongly focus on the technical and managerial capabilities. In In this organization Training program will help the new comers in order to get accustomed to the organization culture. For the new joiners coaching and lecture method are follow.