

A STUDY ON TRAINING AND DEVELOPMENT WITH REFERENCE TO DIAMOND INDUSTRIES

Grace Antony Rose A¹, Vinith Babu .S²

¹ Associate Professor, Department of Management Studies, Sri Ramakrishna

Engineering College, Coimbatore

² Student, Department of Management Studies, Sri Ramakrishna

Engineering College, Coimbatore

ABSTRACT

Training has become the buzz word in the dynamic competitive market environment. Human capital differentiates a great organization from a good one. Organizations investing in effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmes. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development is an instrument that aid human capital in exploring their dexterity. Therefore training and development is vital to the productivity of organization's workforce.

KEY WORDS: Employee Training, Employee Development, employee Productivity.

1. INTRODUCTION

To the highly competitive market, in which business operates, requires a skillful workforce in order to remain a successful player in the competitive game of the industry. One of the main obstacles that occur in the workplace is the lack of training and development. Training is an essential process which should be cautiously designed and implemented within all firms. The overall aim of this dissertation is to examine an importance of training in industry. Training is a part of the human resource development, along with the other human resources- activities such as recruitment, selection and compensation. The role of human resource department is to improve the organization's effectiveness by providing employees with knowledge, skills and attitudes that will improve their current or future job performance.

For evaluating training effectiveness, measurement should be done according to the models. "Training" refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for purposes of personal growth. However, it is often difficult to ascertain whether a specific research study addresses training, development, or both. In the remainder of this review, we use the term "training" to refer to both training and development efforts.

Furniture industry and tourism industry have been rapidly increasing during the last decades. According Bell et al. (2003) training is one of the most appropriate ways to increase the productivity of individuals and meet organizational goals. Even if training is so important in the furniture industry, we are seeing number of non-trained employees hired in many hospitality organizations. The world is changing rapidly in everyday life and in order to be able to catch up paces, we have to make the best use of personnel's abilities because of tremendous significance in the business. Therefore, Human Resource Department have to be aware of the implications of globalization, technology changes, workforce diversity, changing skill requirements, the contingent workforce, decentralized work sites, and employee involvement etc. because when either one aspect of above changes in the working process, it could change the whole business operation, therefore, it is important for the Human Resource Department to be prepared and to take control.

1.1 Theoretical Background of Study

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If current or potential job occupants can meet these requirements, training is not important. When this not the case, it is necessary to raise the skills levels and increase the versatility and adaptability of employees. It is being increasing common for individual to change careers several times during their working lives.

The probability of any young person learning a job today and having those skills go basically unchanged during the forty or so years if his career is extremely unlikely, may be even impossible. In a rapid changing society, employees training is not only an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force. The entire project talks about the training and development in theoretical as well as new concepts, which are in trend now.

The highly competitive environment in which businesses operate today requires a skillful workforce in every organization in order to remain a successful player in the competitive game of the industry. One of the main problems which occur in the workplace is the lack of training. A large number of employees can appear dissatisfied due to being assigned responsibilities without-having the right knowledge and skills in that area. Training is an essential process which should be cautiously designed and implemented within all firms. The overall aim of this dissertation is to assess the importance of training in work field. For many years now human capital has been regarded as vital for the efficient functioning of an organization because of its contribution in improving productivity, business performance and economic growth. Therefore, it is important to invest in human resources through training in order to improve the competitive position of the firm and because of the enhanced quality, innovation, continual increased productivity and in turn improved profitability that can be achieved through this. Throughout this research the training system in diamond industries will be examined and appropriate recommendations for a more effective training system will be given where appropriate. The overall aim of this study is to assess the importance of training in hospitality industry.

1.2 TYPES OF TRAINING

Different practices are followed by different industries and in different organization too. So the need f training and development program is depending up on the requirements of the job profile. Therefore here are various types of programs shared by different authors. The types of training and development programmes are as follows:

1. COACHING:

Coaching is one-to-one training. It helps in quickly identifying the weak areas and tries to focus on them. It also offers the benefit of transferring theory learning to practice. The biggest problem is that is perpetrates the existing practices and styles. In India most of the scooter mechanics are trained only through this method.

2. MENTORING;

The focus in this training is on the development of the attitude. It is used for managerial employees. Mentoring is always done by a senior inside person. It is also one to one interaction like coaching.

3. JOB ROTATION;

It is the process of training employees by rotating them through a series of related jobs. Rotation not only makes a person well acquainted with different jobs, but it also alleviates boredom and allows to develop rapport with a number of people. Rotation must be logical.

4. JOB INSTRUCTIONAL TECHNIQUE (JIT)

It is a step by step (structured) in the job training method in which a suitable trainer

- A. Prepares a trainee with an over view of the job, its purpose, and the result desired,
- B. Demonstrate the task or the skill of the trainee,
- C. Allows the trainee to show the demonstration on his or her own, and
- D. Follows up to provide feedback and help.

ON THE JOB TRAINING

1. APPRENTICESHIP:

Apprenticeship is a system of training a new generation of practitioners of a skill this method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainee serves as apprentices to experts for long periods. They have to work in direct association with and also under the direct supervision of their masters.

The object of such training is to make the trainees all round craftsman. It is an expensive method of training. Also there is no guarantee that the trained worker will continue to work in the same organization after securing training. The apprentices are paid remuneration according to the apprenticeship agreements.

2. Understudy:

In this method a superior gives training to subordinate as his understudy like an assistant to a manager or director (in a firm). The subordinate learns through experience and observation by participate in handling day today problem. Basic purpose is to prepare subordinate for assuming the full responsibilities and duties.

OFF THE JOB TRAINING

Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include;

LECTURES AND CONFERENCES:

Lectures and conferences are the traditional and direct method of instruction. Every training programmes starts with lecture and conference. It is a verbal presentation for a large audience. However, the lectures have considerable depth in the subject. In the colleges and universities, lectures and seminar are the most common methods that used for training.

1. VESTIBULE TRAINING:

Vestibule training is a term for near-the-job training, as it offers access to something new (learning). In vestibule training, the trainee is trained in a proto type environment on specific jobs in a special part of the plant.

An attempt is made to create working condition similar to the actual workshop conditions. After training workers in such condition, the trained workers may be put on similar jobs on the actual workshop.

This enables the workers to secure training in the best methods to work and to get rid of initial nervousness. During the Second World War II, this method was used to train a large number of workers in a short period of time. It may also be used as preliminary to on-the job training. Duration ranges from few days to few weeks. It prevents trainees to commit costly mistakes of the actual machines.

2. SIMULATION EXERCISES:

Simulation is any artificial environment exactly similar to the actual situation. There are four basic simulation techniques used for imparting training;

a. Management Games:

Properly design games help to ingrain thinking habits, analytical logical and reasoning capabilities, importance of team work, time management, to make decision lacking complete information, communication and leadership capabilities. Use of management games can encourage novel, innovative mechanism for coping with stress.

Management games orient a candidate with practical applicability of the subject. These games help to appreciate management concepts in a practical way. Different games are used for training general managers and the middle management and functional heads- executive Games and Functional heads.

b. Case Study:

Case studies are complex examples which give an insight into the context of a problem as well as illustration the main point. Case studies are trainee centered activities based on topic that demonstrate theoretical concepts in an

applied setting.

A case study allows the application of theoretical concepts to be demonstrate, thus bridging the gap between theory and practice, encourage active learning, provides an opportunity for the development of key skills such as communication, group working and problem solving, and increases the trainees' enjoyment of the topic and hence their desire to learn.

c. Role of playing:

Each trainee takes the role of a person affected by an issue and studies the impacts of the issues on human life and / or the effects of human activities on the world around us from the perspective of that person.

It emphasized the "real-world" side of science and challenges students to deal with complex problems with no single "right" answer and to use a variety of skills beyond those employed in a typical research project.

In a particular, role-playing presents the student a valuable opportunity to learn not just the course content, but other perspectives on it. The steps involved in role playing include defining objectives, chose context and roles, introducing the exercise, trainee preparation or research, the role – play, concluding discussion, and assessment. Types of role play may be multiple role play, single role play, role rotation, and spontaneous role play.

1.3 Statement of Problem

Training can be introduced simply as a process of assisting person for enhancing his efficiency and establish specific skills, abilities and knowledge to an employee. For an organization, training and development are important for organizational growth, because the organizational growth and profit are dependent on the training. But the training is not a core of organizational development. It is a function of organizational development.

Training is different from education, particularly formal education. The education is concerned mainly with enhancement of knowledge, but the aim of training is to increase knowledge while changing attitudes and competence in good manner.

1.4 Objectives of The Study

- To study the effectiveness of training and development.
- To identify the different method of training programs conducted in diamond industries.
- To learn the employee satisfaction on the interpersonal relationship exists in the organization.

1.5 Research Methodology

Research methodology is a systematic way to solve research problems. Research - methodology deals with research methods and takes into consideration the logic behind the method. It also deals with objective of research study, the method of defining the problem, type of data collected, methods used for collecting and analyzing data. It also deals with objective of research study; the method is defining the problem, type of data collected and the methods used for collecting the data.

1.6 Methods for Data Collection:

- Primary data
- Secondary data

Primary Data:

Primary data are those which are collected a fresh and for the first time. Primary data for the study is collected through questionnaire and questionnaire is used closed form.

Secondary Data:

The data which have already been collected by someone else or taken from published or unpublished sources and which have been already been passed through the statistical process.

The data has been collected from: Reviews of books, Digital libraries, journals, online database on other web resources.

1.7 Methods Used for Data Analysis

The tools used for data collection are:

- Percentage Analysis
- Chi Square Analysis

1.8 Scope of The Study

- To examine the effectiveness of training in overall development of skills of workforce.
- To examine the impact of training on the workers
- To know the expectations of the employees towards Training and Development program.
- The organizations can achieve the efficiency also to develop a good organizational culture.

1.9 Limitations of The Study:

- The study was purely based on the information given by the employees and there are chances for giving wrong data.
- The sample size is 50, so the employee's opinion may not reflect the exact scenario.
- Employees are very busy in their work so they gave answers very much in the questionnaire method.
- If the standards are not clear, the supervisory may follow different standards for different employees.

1.10 Review of Literature:

Kalaiselvan and Naachimuthu (2011) described training by graphical representation, training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv) Drop (Higher training cost and higher business benefits).

Subramanian et al., (2012) developed ROI plan document which captures information on several key issues necessary and the factors related with training: (i) significant data items (ii) the method for isolating the effects of the training and education programme (iii) the method for converting data into monetary values (iv) the cost categories, noting how certain costs should be prorated (v) the anticipated intangible benefits (vi) the communication targets to receive the information and (vii) other issues or events that might influence programme implementation attitude into appropriate behavior.

Ojha and Puthali (2013) 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 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 career growth of working professional as they adapted new skills and technologies due to trainings.

Mrs. R. Vijayalakshmi (2018) The study has three parts, namely pre-training evaluation, during training evaluation and post-training evaluation are based on 24 variables on the questionnaire. Employee satisfaction based on training programme. Such contacts help to know the pre-training mind set of the employees.

2 ANALYSIS & INTERPRETATION

2.1 Percentage Analysis

TABLE - 1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Demographic Profile		Percentage
Gender	Male	54.6
	Female	45.4
Age (in years)	18 - 25	27.2
	26 - 35	58.1
	35 - 50	9
	Above 50	5.4
Educational Qualification	Graduate	43.6
	Post Graduate	40
	Technical	12.7
	Others	3.7
Work Experience	Less then 1years	29
	1-2 yrs	36.3
	2 - 5 yrs	20

TABLE 2 AGREE OR DISAGREE OF THE FOLLOWING

S.NO	SOURCES	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Percentage
1	Attitude of trainers to the new staff during training	9	4	17	21	4	38%
2	The methods and types of training adopted	5	8	15	17	10	31%
3	Training as a part of organizational strategy	7	7	16	15	10	29%
4	The training increase your level of competency	3	7	21	13	11	38%
5	Opportunity for new comers to learn comprehensively about the organization	6	5	19	17	8	35%
6	Training is well planned in the organization	5	4	13	16	17	31%
7	Training provided by the company is of sufficient duration	6	5	14	21	9	38%
8	Responsibility & procedures of the job are clearly explained to the new employees during training for better	6	4	17	19	9	35%

	performance						
9	Training is periodically evaluated and improved to check its effectiveness	6	6	17	22	4	40%
10	The technical knowledge and skills that you acquired through training	9	5	11	16	14	29%
11	Demonstration of task during training of their better performance	7	4	19	15	10	35%
12	Employees are sponsored for training program based on their performance needs	4	3	26	16	6	47%
13	The training helps in performing your job more efficiently & effectively	9	1	19	18	8	35%
14	Trained has helped in increasing the satisfaction level of the employees	3	6	17	19	10	35%
15	The current training and development environment satisfies you	5	3	20	17	10	36%
16	Training provide information for improving knowledge and skills	3	1	19	15	17	35%

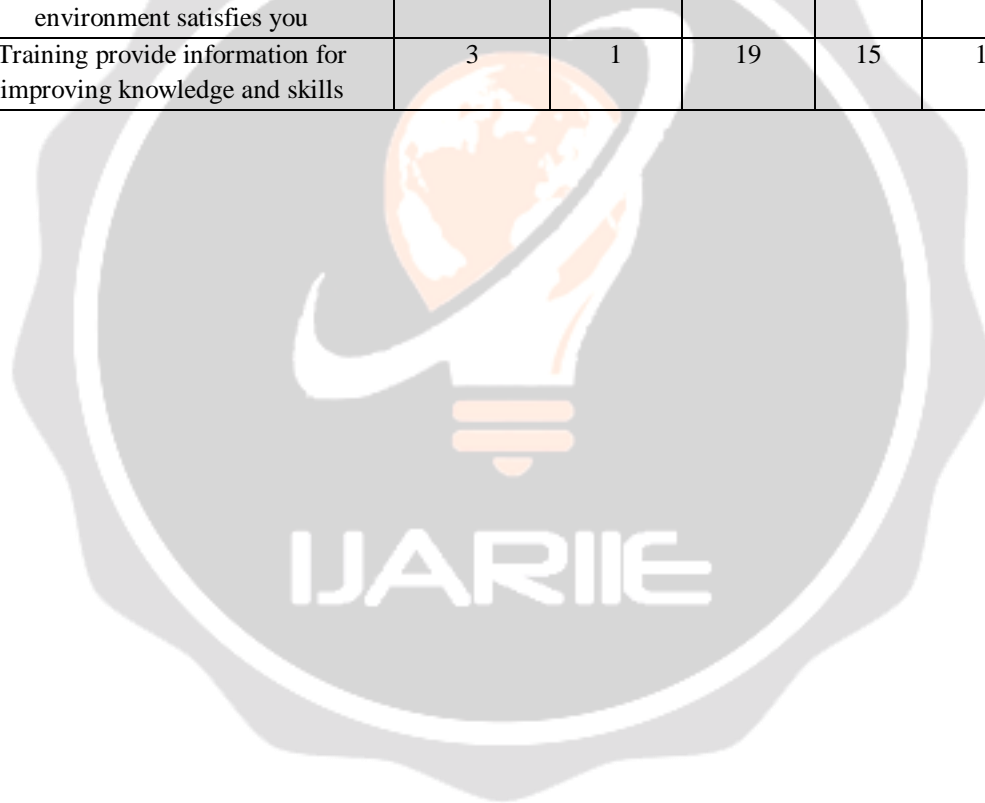
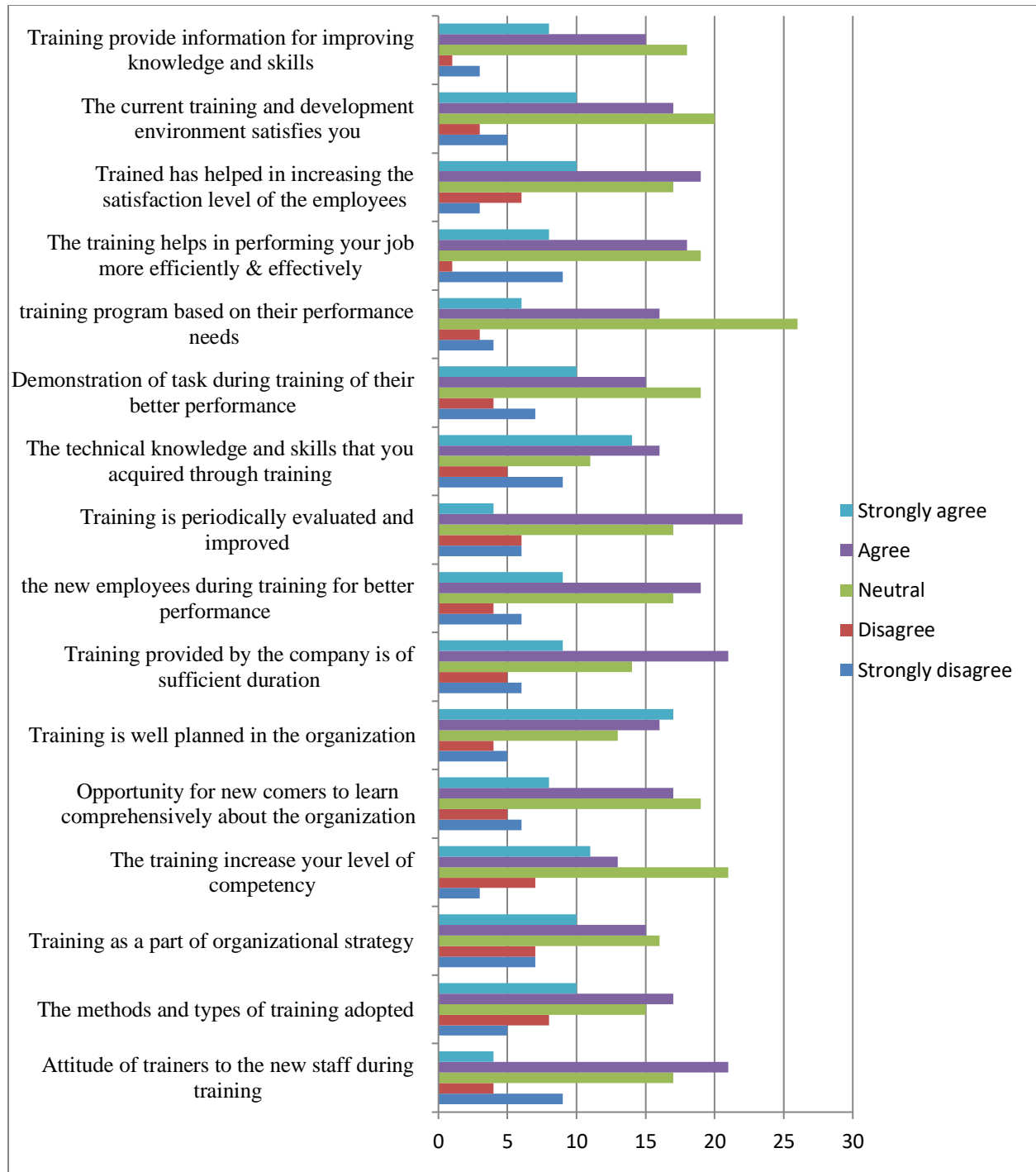


CHART 2 AGREE OR DISAGREE OF THE FOLLOWING



Majority (38%) of the respondents remains neutral with regard to their opinion whether Attitude of trainers to the new staff during training

Majority (31%) of the respondents remains agree with regard to their opinion whether the methods and types of training adopted.

Majority (29%) of the respondents remains neutral with regard to their opinion whether Training as a part of organizational strategy.

Majority (38%) of the respondents remains neutral with regard to their opinion whether the training increase your level of competency.

Majority (35%) of the respondents remains neutral with regard to their opinion whether opportunity for new comers to learn comprehensively about the organization.

Majority (31%) of the respondents remains strongly agree with regard to their opinion whether training is well planned in the organization.

Majority (38%) of the respondents remains agree with regard to their opinion whether training provided by the company is of sufficient duration

Majority (35%) of the respondents remains agree with regard to their opinion whether responsibility & procedures of the job are clearly explained to the new employees during training for better performance

Majority (40%) of the respondents remains agree with regard to their opinion whether training is periodically evaluated and improved to check its effectiveness.

Majority (29%) of the respondents remains agree with regard to their opinion whether the technical knowledge and skills that you acquired through training.

Majority (35%) of the respondents remains neutral with regard to their opinion whether demonstration of task during training of their better performance.

Majority (47%) of the respondents remains neutral with regard to their opinion whether employees are sponsored for training program based on their performance needs.

Majority (35%) of the respondents remains neutral with regard to their opinion whether the training helps in performing your job more efficiently & effectively.

Majority (35%) of the respondents remains agree with regard to their opinion whether trained has helped in increasing the satisfaction level of the employees.

Majority (36%) of the respondents remains neutral with regard to their opinion whether the current training and development environment satisfies you.

Majority (35%) of the respondents remains neutral with regard to their opinion whether training provides information for improving knowledge and skills.

TABLE 3 TRAINING METHOD

TRAINING METHOD	NO.OF RESPONDENTS	PERCENTAGE
On the Job	22	40
Off the Job	18	32.7
Both	15	27.3
TOTAL	55	100

CHART 3 TRAINING METHOD



TABLE 4 ON THE JOB TRAINING METHOD

ON THE JOB	NO.OF RESPONDENTS	PERCENTAGE
Job Rotation	31	56.4
Coaching	24	43.6
Others	0	0
TOTAL	55	100

CHART 4 ON THE JOB TRAINING METHOD

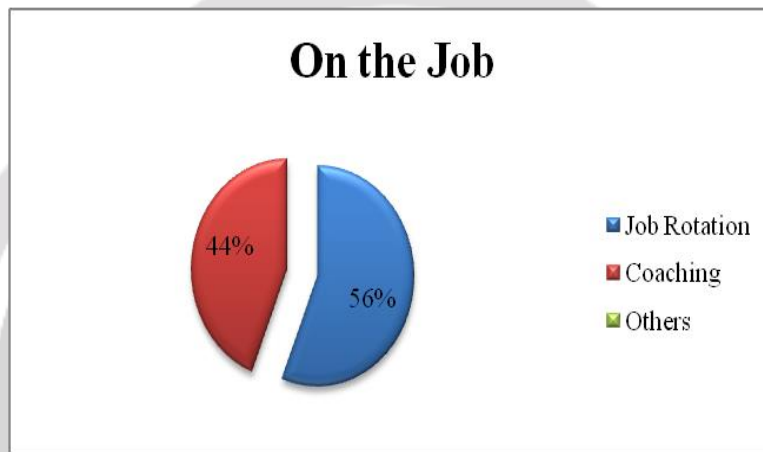


TABLE 5 OFF THE JOB TRAINING METHOD

OFF THE JOB	NO.OF RESPONDENTS	PERCENTAGE
Lecture	26	47.2
Simulation	24	43.6
Others	5	9.2
TOTAL	55	100

CHART 5 OFF THE JOB TRAINING METHOD

3. RESULTS AND FINDINGS

- Majority (40%) of the respondents are on the job of training method.
- 56% of the employee has gone through job rotation when trained under on the job training method.
- 47% of the employee have gone through lecture when trained under off the job training method.

The chi-square analysis highlights the following findings

H0₁: There is no significant relationship between the qualification of the respondents and their opinion about the training and development.

- The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be rejected. It can be concluded that there is no significant relationship between qualification of the respondents and their opinion about the training and development.

H0₂: There is no significant relationship between if you were trained under off the job training method of the respondents and their opinion about the training and development.

- The calculated Chi square value is less than the table value at 0.05% confidence level; therefore the null hypothesis can be rejected. It can be concluded that there is no significant relationship between qualification of the respondents and their opinion about the training and development.

4. CONCLUSION

Training and development is extremely important to the growth of the company, as they not only increase the employees' abilities and knowledge but also strengthen the relationship that exists between the workforce and the members of leadership within the company.

Every organization should provide training to all the employees irrespective of their qualification and skills. Training can help the employees develop their skill and progress in their career as well as bring productivity in the organization. Training is very important for any organization to stay in competition with their competitors and sustain them in the ever-changing environment. From the study conducted on its effectiveness, most of the employees are satisfied with the training & development activities, though there is still scope for improvement in it.

This work has given me an enriching experience and provided me with more insights into the nitty-gritty of the training and development activities. It helped me to put into use the related theory for its further development. Finally, this project has been a value addition for me, in terms of learning and exposure to the various training and development aspects in the Company.

5. REFERENCES

- Kalaiselvan K. and Naachimuthu, K. P. (2011). "A Synergetic Model to Training & Development", Indian Journal of Industrial Relations, Vol. 47, No. 2, pp. 366-379.
- Subramanian, K. S. (2012). "A Study on Return on Investment of Training Programme in a Government Enterprise in India", VIKALPA, Vol. 37, 1, pp. 31-48.
- OJHA and Shivan and Puthali (2013). "The Necessity of Evaluation of Training that Calls for the Development of the Technical Knowledge and Skills Required for Fresher's and Associates Working in Different Departments of Pharmaceutical Industry" International journal of pharmaceutical and chemical sciences ISSN: 2277-5005 Vol. 2.
- Ms. Vijayalakshmi R (2018) "A Research on the efficacy of employee training in cement manufacturing company", Journal of contemporary research in management, April – June 2008, pg 13-19

