

UGC APPROVED JOURNAL

## A STUDY ON TRAINING NEED ANALYSIS AT RAMCO CEMENTS LTD IN ARIYALUR DISTRICT

**J.MICHAEL RAJ\* & DR.K.AROCKIAM\*\***

*\*Research Scholar, PG and Research Dept. of Human Resource Management, St.Joseph's College (Autonomous), Tiruchirappalli, Tamil Nadu*

*\*\*Head & Research Supervisor, PG and Research Dept. of Human Resource Management, St.Joseph's College (Autonomous), Tiruchirappalli, Tamil Nadu*

### **ABSTRACT**

*Employee training is essential for any industry/organization for its future growth. The researcher has made a research study at Ramco Cements Ltd., Ariyalur. This cement industry is giving importance to training and development and spending huge amount of money to train its employees mainly in technical and behavioural skills. It is being done in order to encourage its employees to becoming confident enough to operate complex technology easily. The researcher made a research study on 40 out of 417 employees (with the 9.6 percent) following random sampling method specifically from the employees of mechanical, electrical and instrumental departments. The result revealed from the inter correlation matrix between training need analysis and overall training effectiveness that both are with their significance level of 0.894 each with the value of 0.01 level which is close to the table value (p) 0.0 level with high level of significance.*

**Key words:** *Employees' training, Training Need Analysis and Training Effectiveness*

### **INTRODUCTION:**

The researcher briefly explains the basic concepts of employees training.

**Training:** Training is a process to gain knowledge with constant improvement in abilities, capabilities, skills and behavior of an employee in organization. It helps in achieving certain goals and ones objective also. It is a process of learning new aspects for continuous development or improvement in present performance. When orientation is done, training comes into process to learn in a desired direction of company to achieve company's goal as well as enhancing ones capabilities and capacity.

**Employees' Training:** Training helps employees to grow and acquire maturity of thoughts and actions. Employees become efficient after undergoing training program. When technology combine with proper knowledge, material and skills then organizational effectiveness is achieved with the help of training program. Training program is conducted to train company employees for a specific purpose to achieve certain goals. Organizations conduct training program to enhance employee capabilities and learning to improve employee job performance.

Having explained the concept of employee training, the researcher moves to highlight the reviews related to this study.

## REVIEW OF LITERATURE

The enormous amount of literatures available in Training and Development is amazing. As seen from the literatures, the researcher found that reviews from the perspective of cements industries are limited. Yet amidst these difficulties, the researcher was able to collect literatures.

**Maimuna Muhammad Nd (2013)**, in his research on the impact of Employee Training and Development on Employee Productivity, Centre of Postgraduate Studies Limkokwing University of Creative Technology, Cyberjaya, Malaysia concluded that amidst dynamic competitive market environment, Training has emerged a catchy word in the global scenario. As found commonly, the human capital that differentiates a great organization from a good one is much discussed. The organizations which are investing on the effective training and development for human resource are achieving greater things; both short and long term benefits. This study was focused on significance of training and development on employee productivity. Finally he concluded that employees tend to become absolute. Perhaps the needs to adapting to the ongoing learning and updating of the skills and knowledge have become invaluable due to the organizational, technological and social dynamics.

**Raja Abdul Ghafoor Khan et al. (2011)**, made a study on the Impact of Training and Development on Organisational Performance. This research focused on understanding effects of Training and Development such as On the Job Training, Training Design and Delivery style on Organizational performance. From the study it was concluded that Training and Development, On the Job Training, Training Design and Delivery style have significant effect on Organizational Performance. All those factors have positively affected the Organizational Performance.

**Cary Cherniss et al.** (2010), on their research study entitled Process–Designed Training: A New Approach for Leaders’ development on Emotional and Social Competence. They undertook this study and have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO) principles. In order to develop emotional and social competence, the program utilized process-designed training groups to help participants. There were 162 managers from nine different companies were chosen by adopting random assignment control group design. They were of nine different groups and each group was with nine managers and each group was emphasized to follow the identical process. After two years the results showed of all Emotional Competence Inventory variables, the intervention group had shown much improvement.

**Gould et al.** (2004), Training needs analysis is the first step in a cyclical process which contributes to the overall training and educational strategy of employees in an organization or a professional groups. The cycle commences with a proper consultation to identify the learning needs of the people considered, followed by course planning, delivery style and measuring.

**Desimone et al.** (2002) concluded that in analysing HRD needs, four dimensions of needs have to be analysed. They include assessing the needs of the company, individual employees’ knowledge, skills and attitudes and their functional responsibilities as well as departments’ needs.

**Miller et al.** (2002), the needs assessment is the initial step in the establishment of a training and development Program. It is used as the basement for determining guiding objectives, the selection and design of instructional programs, the implementation of the programs and the evaluation of the training provided. These processes form a continuous cycle which always begins with a needs assessment.

## **RESEARCH METHODOLOGY:**

The specific objective of the study is to find out the effectiveness of the Training Programmes being practiced at Ramco Cements Ltd.,

### **Objectives**

- To study the demographic profile of the respondents
- To identify the training need analysis.
- To bring out the effectiveness of employees’ training

## Hypotheses

H1: There is a significant difference between the experience of the employees and the training need analysis.

H2: There is a significant difference between the employees' department and the training need analysis.

H3: There is a significant association between the training need analysis and the overall training effectiveness.

**Operational Definition:** The definition is being applied to the effectiveness of Employees' Training carried out in Ramco Cements Ltd., only.

**Company profile:** One of the familiar Cement industries in Tamil Nadu is Ramco Cements Ltd and its mission is to continuously improve productivity through quality, technology renewal and customer focused operations.

**Technology overview:** Among the Cement industries in Tamil Nadu, Ramco Cement was the first to bring the technological changes in the entire South Indian states. With its fast growing strength, it brought the following changes in its purview of operation.

- The FUZZY logic software system for process control
- Pre-Calcliner technology
- Most Modern Programmable Logic Controller (PLC)
- Surface Mining Technology
- Vertical Mills of Cement Grinding
- Latest and highly effective ESPS and Bag filters and
- Advanced X-Rays technology for Quality Control.

*(Source: Madras Cements Ltd overview, Uploaded by billatony on Feb 22, 2011)*

**Research Design:** This research design has been done by using descriptive design.

**Sampling method:** Since most of the employees are working in the mechanical and electrical departments of the industry, the researcher adopted the simple random sampling. First the researcher got the permission from the head of the personnel department to collect the data from the respondents and then the researcher met the respondents individually at their time of convenience and mostly during lunch break and distributed 45 questionnaire to them for filling up the data. He collected only 40 filled-in questionnaires and the remaining 5

questionnaire were not returned to the researcher. It means that it forms 9.6 per cent which falls between the standard and accepted percentile, being followed in research.

**Sources of Data:** The primary source of data is the questionnaire method for collecting the first hand information. The secondary source of data was collected from the journals, books and the previous research study.

**Statistical tools:** One-way ANOVA, Inter correlation matrix and Chi-square test were applied.

**Significance of the study:** Today many manufacturing industries are faced with competitive market due to the technological changes which in turn affects the cement industries to their survival of the fitness in the market. Thus to improve product quality, the employees need to be equipped with technological know-how for which training is essential. Therefore it is important for the organization to take care of the employees' career through increasing their knowledge, skills and attitude in order to have a challenge for implementing the change for which the training programme plays the major role in the current scenario. 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.

**Limitation of the study:** Being Ramco Cements Ltd., production oriented industry; to meet the employees was a herculean task for the researcher. With the given reality of this nature, the researcher was allowed to enter the industry during office hours only and even that too was during break time or meals timings. Creating rapport was rather difficult with employees. Because they were busy in the production.

## DATA ANALYSIS AND INTERPRETATION:

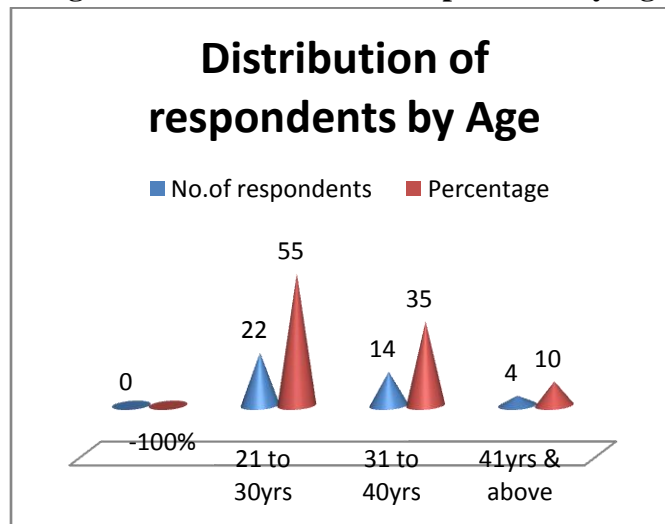
This part deals with data analysis and interpretation. The data collected from the respondents are presented, analyzed and given interpretation

**Table.1: Distribution of respondents by departments**

Particular	No.of respondents (n=40)	Percentage (100%)
Electricals	2	5.0
Instrumentation	3	7.5
Mechanical	22	55.0
Others	13	32.5

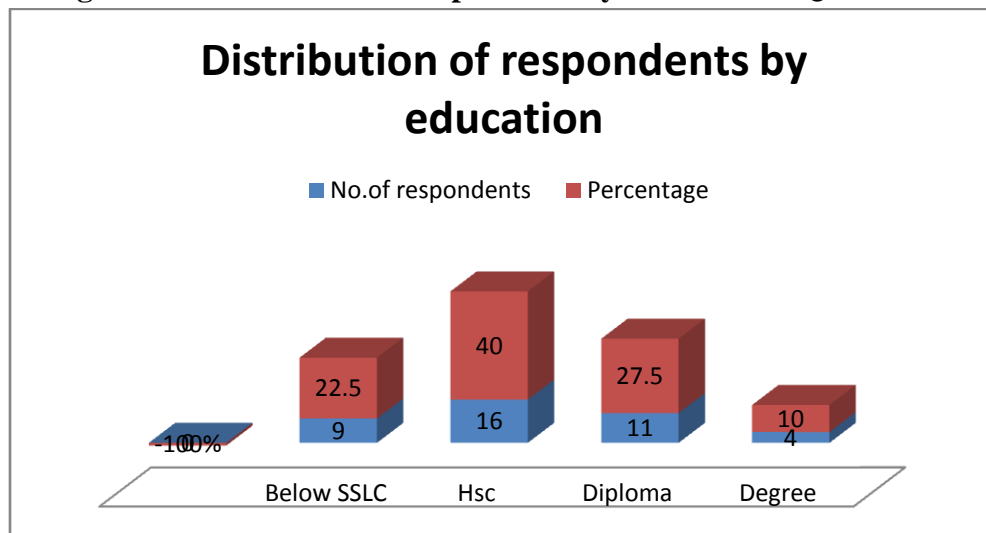
From the above table, department-wise distribution of the respondents is explained in which 55 per cent of the respondents are from mechanical department. 7.5 per cent are from instrumentation while electrical department is at 5 per cent. The rest 32.5 per cent of the respondents are from others category inclusive of attendants, cleaners and office assistants. Therefore it is concluded that being cement industry, many employees are from mechanical department.

**Diagram 2: Distribution of respondents by Age**



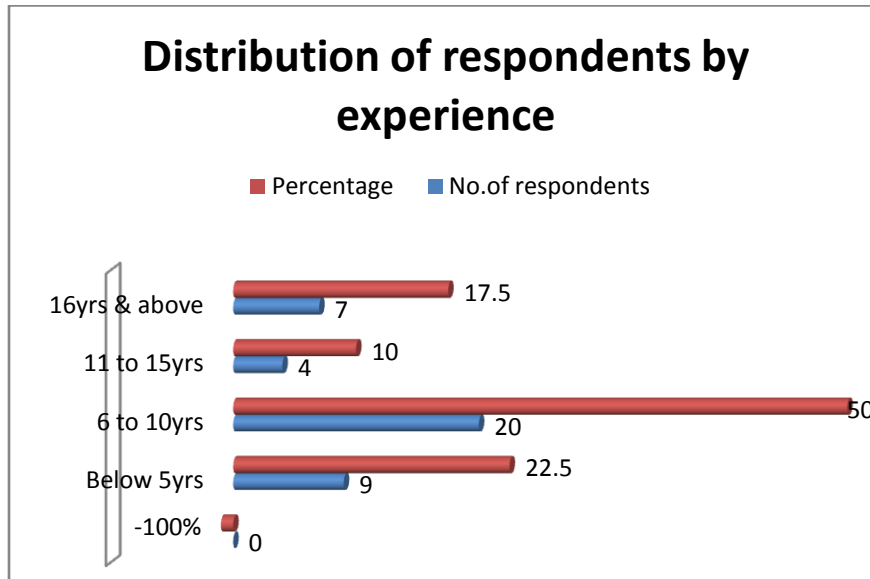
The above diagram explains about the age of the respondents in which 55.0 per cent of the respondents belong to the age group from 21 to 30 years. The age group between 31 and 40 years from 35 per cent and remaining 10 per cent belong to the age group between 41 years & above. Thus, it is inferred that as many as young employees are found in the company.

**Diagram.3: Distribution of respondents by Educational Qualification**



The diagram above illustrates about educational qualification. 40 per cent of the respondents have completed Higher Secondary. 27.5 per cent of the respondents have finished diploma. Those who have studied below SSLC form 22.5 per cent while the remaining forms only 10 per cent. So, it is understood that good many employees have completed Higher Secondary and Diploma degree.

**Diagram.4: Distribution of respondents by Work Experience**



The above diagram informs about the work experience of the respondents. 50 per cent of the respondents have got the experience between 6 and 10 years. 22.5 per cent have below 5 years experience while 17.5 per cent have experience 16 years and above and 10 per cent have between 11 and 15 years experience. So it is derived that many employees have less work experience below 10 years

**Table.2: Most suitable technique for training**

Particular	No. of respondents (n=40)	Percentage (100%)
On the job	27	67.5
Off the job	2	5.0
Depends on need	11	27.5

From the above table, the most suitable technique for training are identified in which 67.5 per cent of the respondents feel that on the job training techniques is the most suitable for them while 27.5 per cent of the respondents feel ‘off the job technique’ but very few 5 of the respondents felt that the training is provided based on the need. So it is felt that on the job training (such as Demonstration, Role play, Brain storming, Case study, Group discussion) is essential to this type of employees.

**Table.3: The usefulness of training sessions**

Particular	No.of respondents (n=40)	Percentage (100%)
Strongly Disagree	1	2.5
Neutral	1	2.5
Agree	24	60.0
Strongly Agree	14	35.0

The table above reveals about the usefulness of training sessions conducted. 60 per cent of the respondents agreed that it was very useful while 35 per cent of the respondents strongly agreed but the remaining 2.5 per cent each both strongly disagreed and neutral. So it is understood that the organization analyzes the training needs as per the requirements of the employees based on their performance deficiency.

**Table.4: One-way ANOVA 'F' test****Hypothesis 1:**

H1: There is a significant difference between the experience of the employees and training need analysis.

Ho: There is no significant difference between the experience of the employees and the training need analysis.

Training needs analysis	Mean	S.D	SS	DF	MS	Statistical inference
Between Groups			92.243	3	30.748	F=1.829 0.159>0.05 Not Significant
<i>Below 5yrs (n=9)</i>	17.00	5.766				
<i>6 to 10yrs (n=20)</i>	20.25	4.011				
<i>11 to 15yrs (n=4)</i>	16.75	1.500				
<i>16yrs &amp; above (n=7)</i>	19.86	2.116				
Within Groups			605.357	36	16.815	

**Findings:**

Since the calculated value for training need analysis (0.159>0.05) is greater than the standard table value, the research hypotheses is rejected that the training needs for the employees are analyzed based on their performance deficiency, not based on their experience.

**Table.5: Oneway ANOVA'F' test****Hypothesis 2:**

H1: There is a significant difference between the employees' department and the training need analysis.



Ho: There is no significant relationship between the employees’ department and the training need analysis.

Training needs analysis	Mean	S.D	SS	DF	MS	Statistical inference
Between Groups			10.051	3	3.350	F=0.175 0.912>0.05 Not Significant
<i>Electrical (n=2)</i>	20.50	2.121				
<i>Instrumentation (n=3)</i>	18.00	3.606				
<i>Mechanical (n=22)</i>	18.91	3.963				
<i>Others (n=13)</i>	19.46	5.222				
Within Groups			687.549	36	19.099	

**Findings:**

Since the calculated value for training need analysis (0.912>0.05), is greater than the standard table value, the Research hypothesis is rejected that most of the employees are from the mechanical department and so the training need analysis are similar to all the employees

**Table.6: Inter Correlation matrix**

**Hypothesis.3:**

There is a significance relationship between training need analysis and overall training effectiveness

	Mean	S.D	Training needs analysis	Overall training effectiveness
Training needs analysis	19.10	4.229	-	.894(**)
Overall training effectiveness	171.53	30.716	.894(**)	-
n	<i>** &lt; 0.01 Significant level</i>		40	40

The table above describes about the inter correlation matrix between training need analysis and overall training effectiveness. Both are with their significance level with 0.894 with the value of 0.01 level which is close to 0.0 level with high significance.

It means that under the training need analysis, the following elements like; opportunities for low performers, confidence level of employees, team spirit, friendly supervisors, mutual transactions of information, due importance of all workers and minimize mistakes and increase the job satisfaction are included. When all those elements are taken into account, surely there is increased effectiveness. Since the training need analysis is done based on the performance deficiency of the employees, it leads to improving the overall training effectiveness of employees.

**Table.7: Chi-square test****Hypothesis 4:**

H1: There is a significant association between the training needs analysis and the overall training effectiveness.

Ho: There is no significant association between the training need analysis and the overall training effectiveness.

	Overall training effectiveness						Statistical inference
	Low		High		Total		
	(n=21)	(100%)	(n=19)	(100%)	(n=40)	(100%)	
<b>Training needs analysis</b>							
Low	17	81.0%	3	15.8%	20	50.0%	X <sup>2</sup> =16.942 Df=1 .000<0.05 Significant
High	4	19.0%	16	84.2%	20	50.0%	

**Findings:**

Since the calculated value for training need analysis (.000<0.05) is less than the standard table value, which is highly significant and therefore the research hypothesis is accepted. When the training needs are properly analyzed through identifying the performance deficiency of the employees, the overall effectiveness of the employees is increased.

**MAJOR FINDINGS:**

- 55 per cent of the respondents are from mechanical department. 7.5 per cent are from instrumentation while electrical department is at 5 per cent. The rest 32.5 per cent of the respondents are from other categories inclusive of attendants, cleaners and office assistants.
- 55 per cent of the respondents belong to the age group from 21 to 30 years. The age group between 31 to 40 years from 35 per cent and the rest 10 per cent belong to the age group between 41 years & above.
- 40 per cent of the respondents have completed Higher Secondary. 27.5 per cent of the respondents have finished diploma. Those who have studied below SSLC form 22.5 per cent while the remaining forms only 10 per cent.
- 50 per cent of the respondents have got the experience between 6 and 10 years. 22.5 per cent have below 5 years experience while 17.5 per cent have experience 16 years and above and 10 per cent have between 11 and 15 years experience.

- 67.5 per cent of the respondents feel that on the job training techniques is the most suitable for them while 27.5 per cent of the respondents feel 'off the job technique' but very few 5 of the respondents feel that the training is provided based on the need.
- 60 per cent of the respondents agreed that the training sessions are very useful while 35 per cent of the respondents strongly agreed but the remaining 2.5 per cent each both strongly disagreed and neutral.

## **CONCLUSION:**

This study revealed that many employees belong to the mechanical department and having higher secondary school and diploma degree as their educational qualifications. Many employees are between the age group of 21 and 30 years. More employees agreed that the training conducted by the company is much useful to them. Most of the employees prefer on the job training like Demonstration, Role play, Brain storming, Case study and Group discussion. As the employees are given training and development programmes based on the training need analysis, all employees get a chance and hence they improve in their performance through technology handling.

## **RECOMMENDATIONS:**

- The importance can be given to increase the behavioural skills of the employees so as to sustain their emotional intelligence through organizing off-the job training.
- Since many employees have attended the minimum number of training programmes and being most of them are youngsters, they could further be encouraged to attend more training programmes both in-company and external trainings to update their skills in order to implement the innovative techniques comfortably.

## **DISCUSSION:**

The training needs analysis is scientifically done in the company. Based on the need analysis, the employees are given training. The training programme (such as demonstration, role play, group discussion, brain storming, lecture, case study and management games methods) are being given to the employees. The employees, who make use of the training programmes well with right sense, improve upon. Yet from the analysis, it is found that experience and department-wise do not have significant relation. Because basically the employees are sent for training based on the need analysis which further enhance them to perform well.

**REFERENCES:**

1. **Cary Cherniss, Grimm LG and Jim P Liatuad (2010)**, Process-Designed Training: A New approach for leaders' development on Emotional and Social Competence, Journal of Management Development, Emerald Publishing Ltd, Vol. 29 Issue: 5, pp.413-431, ISSN: 0262-1711, Emerging Sources Citation Index, Scopus <https://doi.org/10.1108/02621711011039196>.
2. **Desimone, R.L., Werner, J.M. and Harris, D.M. (2002)**, "Human Resource Development", (3rd edition). Orlando, Harcourt College Publishers. International journals of Information Technology and Knowledge Management TRAINING NEED ASSESSMENT: A CRITICAL STUDY by Sunita Dahiya1 & Ajeya Jha, January – June 2011, volume 4 no.1 pp 263-267.
3. **Gould D, Kelly D, White I, and Chidgey J. (2004)**, "Training Needs Analysis", A Literature Review and Reappraisal. 41(5), pp.471-86. International journals of Information Technology and Knowledge Management TRAINING NEED ASSESSMENT: A CRITICAL STUDY by Sunita Dahiya1 & Ajeya Jha, January – June 2011, volume 4 no.1 pp 263-267
4. **Maimuna Muhammad Nd and Dr. Rashad YazdaniFard (2013)**, The Impact of Employee Training and Development on Employee Productivity, Global Journal of Commerce and Management Perspective, Vol.2(6), Nov – Dec 2013, Centre of Postgraduate Studies, Limkokwing University of Creative Technology, Cyberjaya, Malaysia, pp.91-92, ISSN: 2319 – 7285
5. **Miller, J. A, and Osinski, D. M. (2002)**, "Training Needs Assessment. SHRM", Training and Development Committee. International journals of Information Technology and Knowledge Management, TRAINING NEED ASSESSMENT : A CRITICAL STUDY Sunita Dahiya1 & Ajeya Jha, January – June 2011, volume 4 no.1 pp. 263-267
6. Madras Cements Ltd overview, Uploaded by billatony on Feb 22, 2011).
7. **Raja Abdul Ghafoor Khan, Furqan Ahmed, Dr.Muhammad Aslam Khan (2011)**, "Impact of Training and Development on Organizational Performance", Global Journal of Management and Business Research, Publisher: Global Journals Inc. (USA), Vol. 11, Issue 7 Version 1.0 July, 2011, p.68, ISSN: 0975-5853