

THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN EID PARRY (INDIA) LIMITED: AN ANALYTICAL STUDY

V.GOGUL , V.TAMILSELVI , B.VELMURUGAN

Abstract— Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training and development on employee performance at Eid Parry Limited. The research employed descriptive analysis. Primary data was collected through distributing questionnaires to 120 employees, who were selected through the random sampling technique. Findings reveal that overall training and development has a significant impact on employee's performance. It helps the organization in reducing employee turnover, increasing the productivity of employees, and contributing to higher financial returns for the organization. The study suggests that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time.

Keywords: Training, Development, Employee performance, Organization.

I. INTRODUCTION

Training and development are a part of an organization's subsystem that focuses on improving individual and group of employees. Training is the method of improving an employee's skill, knowledge, and abilities in order for them to perform a specific job. Employee development refers to their overall development. It is a process by which managers and executives develop experience

Mr.V.Gogul , II MBA Student, Department of Management Studies, NPR College of Engineering & Technology, Dindigul (Email ID: gokul12tr@gmail.com)

Mrs.V.Tamilselvi , Assistant Professor, Department of Management Studies, NPR College of Engineering & Technology, Dindigul .

(Email ID: sandeepsakravarthy.selvi@gmail.com)

Dr.B.Velmurugan , ³Associate Professor & HoD, Department of Management Studies, NPR College of Engineering & Technology, Dindigul (Email ID: velubvm@gmail.com)

and competency in their current job, as well as the ability to perform future tasks.

1) IMPORTANCE OF TRAINING

It is important for organizations to provide ongoing training and development programs for their workers in order to continue to improve. Since the business environment and competition are constantly evolving, it is important to continue studying and acquiring new skills.

2) METHODS OF TRAINING:

1) On-the-job training method

a) Job rotation: In this method, an employee is given the opportunity to work on a variety of jobs, each with its own set of responsibilities, without incurring any additional cost.

b) Job instruction: An employee is guided by a trainer or supervisor who advises him/her on the exact steps to complete the job in this form of training.

c) Coaching: In every organization, both practical and theoretical development of employees is needed. Most organizations opt for this method of training. In this method, the organization assigns a coach to the employees who will train them. He also receives regular feedback from the trainer.

d) Committee assignments: Under this method of training, the company hosts a meeting or seminar for employees who are given real-life problems to solve. As a result, all the staff of the organization develop teamwork, leadership skills, and so on.

2) Off-the-job training method

a) Vestibule training method: For manual workers, the vestibule training method is well-known. If organizations begin to train workers in the factory or at the workplace, there is a risk of mishappening with the machinery in the factory.

Similar tools and machinery are arranged outside of the organization in this method.

b) Case study method: In general, a case study focuses on a problem that an organization is facing. This provides a chance to examine the problem and formulate a workable situation. This method encourages workers to be more analytical and productive in their thinking.

c) Incident method: Under this method, the organization creates a list of series of real-life events. The employees are then asked to express their feelings about the incident or circumstances. After that everybody sits down and decides the common solution based on individual and group decisions.

d) Conference: A conference occurs when a group of people gathers to discuss a specific topic or issue. Each employee investigates and discusses a variety of topics relevant to the subject. Furthermore, this method allows each employee to convey their individual opinion.

e) Lecture method: The lecture method has been used in organizations to train white-collar or administrative workers. Trainers offer structured talks on particular topics. This method is appropriate for developing fundamental theoretical knowledge that must be acquired prior to practice. The audiovisual aids appropriate for a wide audience.

f) Simulation method: This simulation training method appears to use specially designed equipment or machines to improve employee operative awareness and skills, with an emphasis on proper use in the real world. The majority of simulation training is done on a computer or with virtual reality systems. When very expensive machinery or equipment is used to do the job, the simulation method is usually used.

g) Outward bound training method: The OBT method requires managers and employees to live in cabins or tents outside of the workplace for a specific number of days. Participants must take part in a variety of tests in order to determine their survival skills. They gain insight into their own personality, hidden potential, creativity, and leadership abilities. One of the costliest trainings and development strategies is OBT.

3) ABOUT SRI VASAVI THANGA MAALIGAI

E.I.D-Parry (India) Limited is part of the Tamil Nadu-based INR 269 Billion Murugappa Group and the largest sugar producer in South India and is one of the top five sugar producers in the country.

E.I.D-Parry, a dominant player in sugar with interests in promising areas of bio - pesticides and nutraceuticals, is one of the oldest companies in India. It retains a significant presence in the farm inputs business through its subsidiary Coromandel International Ltd. E.I.D-Parry has another subsidiary - Silkroad Sugar Private Limited, which has set up sugar refinery at Kakinada, Andhra Pradesh.

E.I.D-Parry along with its subsidiaries has nine sugar plants spread across South India of which four are in Tamil Nadu, one in Puducherry, three in Karnataka and one in Andhra Pradesh. The Company has sugarcane crushing capacity of 34, 750 TCD and cogeneration capacity of 146 MW across its sugar mills. The integrated sugar units have been designed to optimize process efficiencies, increase sugarcane recovery ratio and increase energy efficiency through reduced steam and power consumption.

E.I.D-Parry continues to be one of the low cost producers of international quality sugar, through its innovative process and farmer centric practices. South India and Tamil Nadu in particular has many advantages for sugar production and E.I.D-Parry is able to capitalize on these advantages. Cane productivity and sugar recovery per unit area is highest. The average farm size is less than a hectare and is owned by farmers. Geographically, Tamil Nadu has the advantage of good soil and abundant water and yield is highest among the various states in India.

II. REVIEW OF LITERATURE

Rattan Reddy (2017) reported an additional measure of training effectiveness, return on investment (ROI), was used by companies because of the pressures placed on Human Resource Departments to produce measures of output for total quality management (TQM) and continuous quality improvements (CQI) and the threat of outsourcing due to downsizing. Great debate was found in the

training and development literature about the use of ROI measures of training programs. Many training and development professionals believed that ROI was too difficult and unreliable a measure to use for training evaluation

Vikas Arora & Seema (2017) defined evaluation as a study designed and conducted to assist some audience to assess an object's merit and worth. He definition of evaluation was used to assess the methods of evaluation found in this literature review. The reason for selecting his definition was based on the applicability of the definition across multiple disciplines. Based on this definition of evaluation, the Kirkpatrick Model was the most frequently reported model of evaluation.

K. Aswathappa (2018) Placing employees in staff mentorship positions as mentors is another method that has been identified as increasing employees' skills and efficiency, while also enhancing their reputation among managers, which can lead to greater career success. Barid, liayd, grith Darrell, lunderson,

C.R.kothari (2018) This article focuses on training and development strategies require remodelling due to globalization and fast-moving business. In order to enhance performance with less cost and development certain as peers of business, learning opinions frameworks has been defined.

Gosim Martin Chukwu, (2020) "Trainer attributes as drivers of training effectiveness", Industrial and Commercial Training, The purpose of this paper is to discover trainer variables that act as driving forces on training effectiveness. This can be a catalyst for improving the quality of training outcomes thereby making training firms more competitive as well as bridge the gap in literature. This qualitative research study used the grounded theory methodology. Data analysis was performed using open, axial and selective coding with a discursive set of theoretical propositions emerging. Qualitative data were collected through a focus group, one-on-one interviews and secondary sources.

III. STATEMENT OF THE PROBLEM

Training and development have lots of impact on employee's performance. The only factor which is

point of hesitation for the employers is "cost", used for the training and development. Otherwise there is always a positive result from training and development. The employees are trained about use of new equipment's and work methods. Training is given so that employees are prepared to share the responsibilities of the higher level job.

1) OBJECTIVES OF THE STUDY

Based on the conceptual discussions made above the following objectives are framed for the successful conduct of this study.

1. To study the evaluation of training program and work life
2. To study the training effectiveness on employee overall performance.
3. To analyse the types of training that is provided to the employees in the firm.
4. To analyse overall performance towards improving training activities.
5. To measure employee performance after the training provided.
6. To know the opinion about the skills that measure learning from training effectiveness program.

2) HYPOTHESES OF THE STUDY

It means tentative generalization of the validity of which remains the tested. In short it deals with certain assumptions made in the study.

1. Null Hypothesis: A hypothesis which assumes that there is no significant difference between sample statistics and population parameter is called null hypothesis. It is denoted by H_0 .
2. Alternative Hypothesis: A hypothesis which assumes that there is a significant difference between sample statistics and population parameter is called alternative hypothesis. It is denoted by H_1 .

3) RESEARCH DESIGN AND METHODOLOGY

This study was guided by a descriptive research design. A sample size of 120 employees was selected from the target population of 500 employees working in an organization using a simple random sampling technique. Both primary, as well as secondary data, are used for this research study. A self-structured questionnaire was designed

into 2 sections. The 1st section comprises demographic questions and the 2nd section comprises subjective questions. Likert-scale was framed for subjective questions to ensure the reliability of the study. Employees from different designation had filled the questionnaire for the purpose of this study. Secondary data was collected through online sources. Statistical tools such as standard deviation, mean, reliability test, frequency, coefficient of skewness have been applied. Data were analysed through the SPSS 16.0 version.

4) DATA SOURCES

Primary Data: Primary data are those, which are collected for the first time. They are original in character. The data collected by the investigator for the first time for their own use is usually classed as primary data.

Secondary Data: Secondary data are those that have already been collected by others. These are usually available in journals, periodicals, dailies, research publication official records etc., they may either be available in published form or in an unpublished form.

5) STATISTICAL TOOLS APPLIED

Statistical tools like simple percentage and chi square used in the compilation and computation of data.

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis

The primary data had was collected from the samples from various areas and have been properly arranged, edited and tabulated in a systematic format and analyzed by using appropriate statistical tools. A bipartite correlation and liner regression analysis were carryout using SPSS.

IV. DATA ANALYSIS AND INTERPRETATION

TABLE: 1.1 - KINDS OF TRAINING IMPARTED FOR NEW RECRUITMENT

Sl.No	Satisfaction Level	No of Respondents	Percentage
1	Technical training	36	30%
2	Management training	59	49%
3	Presentation skill	12	10%
4	Others	13	11%
Total		120	100%

The above table depicts that 49% of the respondents are belong to Management training, 30% of the respondents are belong to Technical training, 11% of the respondents are belong to Others, 10% of the respondents are belong to Presentation skill. Mostly 49% of the respondents are belonging to Management training.

TABLE: 1.2 ORGANIZATION EXPERIENCED AS A RESULT OF THE TRAINING

Sl.No	Satisfaction level	No of Respondents	Percentage
1	Results	43	36%
2	Behaviour	34	28%
3	Learning	29	24%
4	Reaction	14	12%
Total		120	100%

Source: Data collected from primary

The above table depicts that 36% of the respondents experienced for results, 28% of the respondents experienced for Behaviour, 24% of the respondents experienced for Learning and 12% of the respondents experienced for Reaction. Mostly 36% of the respondents experienced for results.

TABLE: 1.3 TRAINING PROGRAMMES REALLY INFLUENCE THE EMPLOYEE PERFORMANCE

Sl.No	Satisfaction level	No of Respondents	Percentage
1	Strongly agree	36	30%
2	Agree	50	42%
3	Neutral	15	12%
4	Disagree	14	12%

5	Strongly disagree	5	4%
Total		120	100

Source: Data collected from primary

The above table depicts that 42% of the respondents are agree about influence the performance, 30% of the respondents are Strongly agree about influence the performance, 12% of the respondents are Neutral about influence the performance, 12% of the respondents are disagree about influence the performance and remaining 4% of the respondents are Strongly disagree about influence the performance. Mostly 42% of the respondents are agreeing about influence the performance.

V. MAJOR FINDINGS

- The organization has young employees in the majority i.e., 46%, whose age group falls under 21-30. This is beneficial for organizations as young employees are more innovative, which helps organizations to grow.
- When it comes to qualification, the majority of employees are post graduated, so employees are well qualified and knowledgeable.
- There is a formal training program to teach new employees the skill they need, which provides more expertise. Instructor responses to trainee's doubt, which promotes learning culture.
- Employee turnover and absenteeism have reduced as training and development help them to understand their job clearly and provide them with enough skill required to perform a task.
- Training and development programs mould employee's attitudes towards their job and encourage them to perform their job enthusiastically.

VI. RECOMMENDATION

- Organizations should make efforts to see that the training program is realistic, helpful, and based on the organizational strategy. So, the organization should focus on identifying the area where training needs have actually generated. On the basis of organizational strategy training programs should be operated.

- There needs to be improvisation in technology. Organizations need to update themselves with changing technology. Updating with technology is important to enhance productivity and performance.
- Salary structure should be revised at regular intervals to satisfy employees.

VII. CONCLUSION

Training and development are important to enhance employee performance, as it creates a highly skilled workforce and helps employees in their personal growth. This research was performed to examine the effectiveness of training and development on employee performance at EID PARRY (INDIA) LIMITED, NELLIKUPPAM. The study revealed that there is a significant effect of training and development on employee performance, as training and development programs held in JK Paper have resulted in higher performance, productivity, and financial return for the organization. Employees' perception towards training and development programs carried out in the organization is found positive either. They felt that training and development helped them in their personal growth and encouraged them to perform their job enthusiastically. Employee turnover and absenteeism have reduced after allocating the training to employees. Providing formal training programs to new employees as well as to existing employees and evaluating the outcome are the main factors leading to the success of the organization since the organization is taking care of their learning and correcting them at the right time. Analysing the research finding leads us to the conclusion that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time.

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