A Study on the Effectiveness of Training Programme in Vardhman Yarns and Threads Limited (III Unit) at Sipcot Perundurai

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Abstract
In the recent organisation are all having a competitive wide. So, the employees are selected carefully for the organisation’s job. After those employees are goes to the training session because, he/she prepared and adopts himself for doing their job. Training is a planned designed to improve performance and to bring about measurable changes in knowledge, skills, attitude and social behaviour of employees. Training makes employees versatile and flexible changes this is used for the organisation and it also help to do his present job more efficiently and prepare himself for a higher level job. This study is found out the effectiveness of the training programme for the employees and which time they are required the training from the organisation. The researcher used the tools for collecting the data from questionnaire and analysis are Chi-square, Simple percentage analysis and weighted average score for ranking method were used to found necessary results. Therefore, this paper focuses the employee’s needs and development in the organisation.

Key words: Attitude, Development, Effectiveness of training, Performance, Training session.

Introduction:
“Give a man a fish, he will eat it. Train a man to fish, he will feed his family”. This is a saying which highlights the importance of training man. Employee training is the process whereby people learn the skills, knowledge, attitudes and behaviours needed in order to perform their job effectively. No big industrial organisation can long ignore the training and development needs of its employees without seriously inhibiting its performance.

Training is the art of increasing the knowledge and skill of an employee for doing a particular job. It is concerned with imparting specific skills for particular purpose.

Effective training improves changes and moulds the employee’s knowledge, skill, behaviour, aptitude and attitude towards the requirements of the job and the organisation. It enables employees to learn to do their jobs better and perform more proficiently. With increasingly advanced technology, continuous training of personal has become essential to the success of the organisation. Companies increasingly need to provide opportunities for the continuous development of the employees not only in their present job, but also to develop their capabilities for jobs with which they may be entrusted in the future.

About the company:
Vardhman Group consists of integrated facilities of Spinning, Weaving and Finishing. By and large has a strong focus on textile; which means the largest industry in our country. We started our operations in 1965 from Ludhiana with a modest capacity of 14000 spindles. We have grown to about half a million spindles, which is the largest any single group has in the country. Besides, we also have weaving capacity of 208 looms and fabric finishing capacity 30 million meters per annum. In addition we have mercerizing and dyeing of yarns and fibre, and an acrylic fibre production unit in Gujarat. The group has cared for its people and we strongly believe in development of human resources. It was clear vision in this direction that the Group has initiated several training schemes which have stood us in
good stead. We take pride in the strength that the group possesses in field of HRD. The overall environment in the organisation is conductive for team work, creativity and fulfillment. Openness and freedom to express with clear sense of objectivity lends to everyone the opportunities of development and growth.

**Statement of the problem:**
The study on effectiveness of training helps to know about,

- What type of training is needed to the workers?
- Which training method is more suitable in training?
- How the trainers react during the training programme?
- What are all factor needed by workers from the management?
- Who are all more benefited from the training programme?
- Which basis of training workers like?

This study will help to gain knowledge about the different types of training methods and the factors influencing the training effectiveness of Vardhman Yarns and Threads Ltd. In this competition world, the essential of training is inevitable.
The use of training in human resource is easy to contact with employees, create effective work, awareness to work, enthusiasm to work etc. the organisation is constantly engaged in gaining the effectiveness of the workers by introducing the new training methods.

**Scope of the study:**
The area covered the study was Vardhman Yarns and Threads Ltd., This study helps to identify the training effectiveness of worker at Vardhman. This study summarizes the workers expectation about training and how does the management undertake the training programme at the Vardhman Yarns and Threads Ltd.

**Objectives of the study:**
- To study the influence of demographic factors like age, educational qualification in the effectiveness of training at the Vardhman Yarns and Threads Ltd., (Unit III)
- To find out the most effective training method during the training session.
- To identify the type of training the workers require in Vardhman Yarns and Threads Ltd.,
- To summarize who more benefited from the training programme.

**Limitation of the study:**
- The results the analysis made in this study depend fully on the information given by 100 respondents only.
- The data given by the respondents are limited to their own perception, opinion, emotion, knowledge, feelings and awareness.
- The data collected for the study are quantitative, being subject to personal bias of the respondents.
- The respondents are mostly uneducated so, they can’t say about the management and training programme.
- The maximum numbers of respondents are below 5 years of experience in the company. So, they know very well about their company.

**Review of literature:**
Ahmad&Bakar, et al., 2003\(^2\) Organizational training refers to systematic activities to develop and improve employees’ skills, knowledge and behaviours to enable them to perform job-related duties, accomplish specific tasks and meet the quality requirements of HR for the future. Perception of training by employees has been analysed.

Bhatnagar 1983\(^9\) the immediate objective of the training should be to help the participants perform more effectively the activities enrolls they are performing at presents. The training programs for branch manager should be design around the specific skills required by them.

Berger 2000\(^8\) states the expenditure on human resource is imperatively high rising. Given the role of training as a business strategy it is important that any training effort be targeted and relevant.
Thus, the process by which training needs are identified and addressed becomes a critical issue for organizations. It will introduce basic needs assessment terminology and discuss potential options for the process.

Badhu and Saxena 1999\(^7\) role of Training in Developing Human Resources is another work of relevance. In this, the authors concluded that an organization should have well-defined training policy as well as training manual and training should be made an ongoing process. Regarding the executive development programs the authors have concluded that, these programs have been found to be useful in improving the productivity, efficiency and effectiveness of managers. The authors have suggested that these programs should be included as an integral part of the training program.

Tanova & Nadiri, 2005\(^{26}\) says organizational training is becoming the core element of HR management functions, along with the other HR activities, such as recruitment, selection and reward. Successful HR planning for the future is only possible through sustainable training, which means that organizational training is one of the most important aspects of organizational strategy.

**Research methodology:**

The word “METHOD” simply means ‘the mode a way of accomplishing an end’. The modern world is very found of scientific inventions and wants to have a scientific outlook. Any scientific approach should have a method or an outline to be followed to attain specific goals. The human resource researcher has to decide about the research design, data collection method and sampling data for the research work.

**Sampling**

Convenience sampling method was used to collect the pertinent data from the respondents. The study is conducted in Vardhman Yarns and Threads Ltd., SIPCOT, Perundurai and hence the sample for the study was selected to be the workers of Vardhman Yarns and Threads Ltd.,

**Sample Size:** Field survey technique was employed to collect primary data from the 100 respondents in Vardhman Yarns and Threads Ltd., the sample is collect of all designation.

**Primary Data:** It is the first information, which is being collected by the researcher is called primary data. In this study, the primary data was collected through structured questionnaire.

**Secondary Data:** Besides the primary data, the secondary data was also collected for the study. Website, books, leading journals, magazines, company’s websites and journals were referred for this purpose.

**Tools for data collection:** Questionnaire was the main and important tool for collecting the data. Hence, effort has been taken to construct the questionnaire in a systematic way with adequate and relevant questions to ensure the research objectives. The questionnaire was used to collect the data from the selected sample respondents (primary sources).

**Tools for analysis:** The data collected from the primary data sources were arranged sequentially and tabulated in the systematic order in the master table. From the master table, sub tables were prepared. For analysis and interpretation of the data simple statistical tools like chi-square test, simple percentage analysis, weighted average score ranking methods were used to found necessary analysis.

**Period of the study:** The study takes a period of 6 months to complete.

**Hypothesis tested:**

- There is significant relationship between age and level of training effectiveness towards Vardhman Yarns and Threads Ltd., training programme.
- There is significant relationship between educational qualification and level of training effectiveness towards Vardhman’s training programme.
### Table 1:
#### Age vs. Effectiveness of training programme of the respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Calculated value (X^2)</th>
<th>Table value</th>
<th>Degrees of freedom</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>3.1396</td>
<td>2.365</td>
<td>7</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

**Inference:**
The table value for degrees of freedom 7 at 5% level of significance is 2.365. The calculated value is greater than the table value. Therefore the null hypothesis is rejected. Hence there is a significant relationship between age and effectiveness of training programme of the respondents at Vardhman yarns and Threads Limited.

### Table 2:
#### Educational Qualification of the respondents

<table>
<thead>
<tr>
<th>S. No</th>
<th>Educational Qualification</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>10th</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>2</td>
<td>12th</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>ITI</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>4</td>
<td>Diploma</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Engineering</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>6</td>
<td>Under Graduate</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>7</td>
<td>Others</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**Inference:**
The table shows that 44% of the respondents are at school level category, 17% of the respondents are at ITI category, 12% of respondents are at Diploma category, 9% of the respondents are at Engineering, and 13% of the respondent’s Undergraduate category, 5% of the respondents is at the Post graduate category.

### Table 3:
#### Respondents rank for training method

<table>
<thead>
<tr>
<th>S. No</th>
<th>Factors</th>
<th>Pointed Score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Case Study</td>
<td>376</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Conference(Discussion)</td>
<td>471</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Lecture</td>
<td>408</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Links</td>
<td>331</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Role Playing</td>
<td>354</td>
<td>6</td>
</tr>
<tr>
<td>6</td>
<td>Television Lecture</td>
<td>409</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Laboratory Training</td>
<td>451</td>
<td>2</td>
</tr>
</tbody>
</table>
Inference:
From the table, it is noted that conference (discussions) training method is the best training method for effective training. Next the priority goes to the laboratory training, television lecture and lecture method, case study, role playing and finally links.

Table 4:
The superior identification of training needs of the respondents

<table>
<thead>
<tr>
<th>S. NO</th>
<th>Yes/No</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Inference:
The opinion of the workers respondents about the superior identification of the training needs within the appropriate time. The table represents that 52% of the respondents say ‘YES’ and 48% of the respondents say ‘NO’.

Table 5:
More benefited respondents from the training programme

<table>
<thead>
<tr>
<th>S. No</th>
<th>Benefited from Management</th>
<th>No. of Respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New Workers</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>2</td>
<td>Existing Workers</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
<td>Management</td>
<td>26</td>
<td>26</td>
</tr>
<tr>
<td>4</td>
<td>All the above</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

Inference:
The table represents that 17% of the respondents say new workers are benefited in training programme, 11% of the respondents say that existing workers are benefited in training programme, 26% of the respondents say that management is benefited in training programme, 46% of the respondents say that all the new workers, existing workers and management get benefit from the training programme.

Findings and suggestions:
- It is found that the majority (73%) of the respondents belong to the age group of 20-30 years.
- From the analysis, it is known that the majority (24%) of the respondents have 12th standard qualification.
- This is finding out that the majority (471) of the respondent’s ranked case study (Discussion) training method.
- This is taken from the research that the majority (52%) of the respondents says “YES” to the question “The superior identifies the training needs within the appropriate time”.
- This is suggested from the analysis that the majority of respondents (46%) say all (new workers, existing workers and management) are benefited from the training programme.

New technology training materials can be used in training programme to improve the workers knowledge. More conferences should be arranged for the workers, because they prefer that kind of training method.

The management should provide stipend during training program, so that it motivates the workers to contribute more to the productivity. The management must arrange more field visit during the programme and most of the workers have school level qualification. So the management can arrange higher studies for them, so that they can climb higher in their career ladder and development.

Conclusion:
The study was based on the effectiveness of training programmes in Vardhman Yarns and Threads Limited, at SIPCOT, Perundurai. Training is the basic instrument to increase productivity, job satisfaction, reduced accidents, and utilization of resources effectively, to reduce employee turnover and absenteeism, to have flexibility and ensure long term stability, and growth in the organisation.
For effective performance, workers need work-based training and discussions on various training methods. After keen research, it can be concluded that the trained employees usually get skill in particular area and highly motivated to do any kind of job. In nutshell, it is the resurrection to the organisation.

References:
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28. www.chart.org/?x=resources_research