



Effectiveness of Training Influence the Growth & Development - A Case Study of Emami Paper Mills Limited

Tulasi Bej - Research Scholar (M.phil),
Dr. Debadutta Das – Assistant Professor, Dept. of Business Administration, Fakir Mohan University, Vyasa Vihar, Balasore, Odisha

Abstract: Effectiveness of training is an investment in the human resources of an organization, with both immediate and long range returns. The process of training influence the growth development of Emami paper mills employees. Training given to employees in the operational, technical and related areas. Training programme is to provide instruction and experience to new employees to help them reach the required level of performance in their jobs quickly and economically. For the existing staff, training will help develop capabilities to improve their performance in their present jobs, to learn new technologies or procedures, and to prepare them to take on increased and higher responsibilities in the future. The first objective is to check the effectiveness of training activities from the view point of trainees. The second objective is to study the training and development program adopted by "Emami Paper Mills Limited". The third objective is to study how the training need of the organization is identified. The fourth objective is to analyze current training program and development method adopted by "Emami Paper Mills Limited". Present research paper is of descriptive type and based on primary data collected through questionnaire filled by the Emami employees. The present paper explained some suggestions to enhance training and development strategies and findings of the study suggest that training and development is impossible to avoid in any sector.

Keywords: T&D, Employees, Efficiency, Effectiveness, H.R.M.

Introduction:

Paper industry occupies a prestigious position, among the various manufacturing enterprises globally, in view of its significant contribution to the society. Role of paper in promotion of literacy, propagation of information and knowledge, packaging of commodities and valuable commercial goods, makes it an indispensable product. Paper industry is also a significant player in the world economy. This sector has tremendous competition and faces challenges from the market. Advancement in the information technology, the increased use of computer aided designs and quick exchange of information has made paradigm shift in the business being

conducted. Segmented markets, greatly diversified customers have had great impact on the customer's choice. Therefore to remain in the competition, it is assumed that the people in the organization play the essential role to build the organization. And to build the world-class organization, the HRD intervention, in the form of continuous training & development is required.

HRD essentially aims at improving the performance of employees through systematic training, career development and thereby organizational development. It is evident that if HRD issues are not properly handled, then organization may face decreased performance and may start a slow decaying. Productivity may



suffer and cultural clashes may increase. Employees may suffer low skills and low knowledge. Attracting and retaining talent becomes difficult task for the organization. It is also true that successful outcomes are possible only with the quality of the training provided to the employees. It is equally important to assess the need of the training, the nature of the training provided, the methods and the selection of the training programs and ultimately evaluation of the training programs are important for the sound health of the organization. Training & Development (T & D) as an HRD intervention plays an important role in the success of the organization. The purpose of training and development is to increase the skills of the employees; therefore it is increasingly believed that the training expenditures are not the costs but an investment.

Training is the act of improving one's knowledge and skill to improve his/her job performance. Training is job-oriented. It bridges the gap between what the employee has and what the job demands. For that matter, imparting training to employees working in all organized sectors of human activity is no longer a matter of debate. As a matter of fact, of late, the need for training has been recognized as an essential activity not only in the business organizations, but also in academic institutions, professional bodies and the government departments. For example, attending one orientation and two refresher courses has been made compulsory for the University/College teachers with an objective to improve their knowledge and skill for improving their job (teaching) performance. Several conditions have contributed to make the organizations

realize and recognize the need for imparting training to their employees.

Objectives of the Study:

The followings are the objectives of the study:

- To check the effectiveness of training activities from the view point of trainees.
- To study the training and development program adopted by "Emami Paper Mills Limited".
- To study how the training needs of the organization is identified.
- To analyze current training program and development method adopted by "Emami Paper Mills Limited".

Review of Literature:

The existing studies on "the Effectiveness of Training and Development Programmes", a few studies in this area are found in journals and reports. An attempt is made to review the studies made in this area, the findings of such research studies are presented in the following paragraphs.

Mann & Robertson (1996) studied trainees reaction and knowledge acquired in order to find out the effectiveness of the training program. Sample of about 29 trainees who were part of 3 day email and internet training program held in Switzerland. Each participant was asked to fill up a questionnaire before training, at the end of the program and after a month of the program. The results showed that trainees increased their knowledge. The positive attitude shown during training is not the indicator of actual work performance. Attitude and reaction



measures were not linked to later performance. Therefore the authors advocate that such measures should be used with care for evaluating training programs.

Perdue et al (2002) assessed the relative effectiveness of alternative training methods in private clubs across US. He used an e mail questionnaire and collected data from random sample of 123 private club managers from across USA. The result indicated that one to one training method is considered the preferred method for all the objectives of training except for the objective of interpersonal skill development. The use of video ranked fifth best training method. Audio conferencing, paper and pencil, program me instruction, audio tapes, computer conferencing, self assessments were considered least effective training methods.

A study made by **Kunaviktikul (2010)** found that the training outcomes were of immense help for trainees, clients and organization. Trainees enhanced their knowledge, practical skill and attitude. Training did achieve its objectives. In this case outcomes were measured immediately after the training program. The follow up evaluation were few. It was found out that the communication skill increased as well as there was considerable decrease in the stress level. Willingness to work as well as sustainability of the knowledge and skills was also achieved. It was suggested that induction program should take place where trainees, trainer and participants 'managers take part in order to solve the difficulties about the confidence and promises.

Brief HR profile of Emami paper Mills Company limited:

"Emami Paper Mills Limited" is the largest newsprint manufacturer in India. The company is a paper mill based on recycled - fiber located in Balasore (Orissa) and Kolkata (West Bengal). The Company possesses an installed capacity to manufacture 1, 45,000 tonnes per annum of newsprint, printing and writing paper. HR positions of Emami's are," General Manager of HR is Ranjan Kumar Jena, Deputy General Manager of HR is Debabrata Hota, Assistant General Manager of HR is Monaj Kumar Padhi and Manager of HR is Birendra Nayak". HR takes the responsible for proper maintenance of wage as per the terms of settlement and grade applicable. Responsible for providing fitment benefit to the employee if required according to changes in their educational / technical status.

Human Resource is the key to the success of an organization. It is through their sincere efforts put in by the employees that the Company is able to best exploit all other key resources. Therefore, in order to nurture human resource and to improve the talents to improve productivity, the Company continuously organizes various training programme both in-house and also by deputing the employees to outside forums. Safety, health and welfare of the employees have all along remained the concern of the Management.

Research methodology

Research Methods:

A research method is simply a technique for collecting data. It can involve a specific instrument such self prepared questionnaire, a structured interview schedule or participant observation.



- The questionnaire contained employee background as well as training process, employee perception and reaction to training programs.
- To measure the effectiveness of training activities, the researcher used the summative rating scale known as Likert scale. Numbers of the questions were having 5 point rating scale from 1 to 5 in which 1 meant strongly disagree where 5 meant strongly agree although it was not mentioned in figures. The multiple response questions were also utilized to find out the viability of the questionnaire.

Sample Design:

The survey was conducted from employee in "Emami Paper Mills Limited", Balasore. The sample size is 138. This opinion survey gave lot of insight to study about the management's perception about training activities in their organizations and its effectiveness.

Hypotheses:

The hypothesis of the study is

- **Ho** - The training programs conducted at "Emami Paper Mills Limited" is highly effective.
- **H1** - The training programs conducted at "Emami Paper Mills Limited" is not highly effective.

Data Collection:

Table-1: Views of the Respondents on Organization n=138		
Opinion	No. of Employees	% of Employees
Yes	40	28.98
No	98	71.01
Total	138	100

Source: Primary Data

The present research study is descriptive by nature and therefore, data are collected from both primary and secondary sources. Secondary data has been collected through comprehensive literature review and internet. Other secondary sources included previous studies, journals, reports, magazines, newspapers and books. The primary data has been collected from Emami employees through field visits.

Statistical Tools:

The statistical tools consist of measure of percentage analysis, tabulations, figures, f-test and analysis of variance. The researcher used these tools for analyze the result and interpretation.

Period of Study:

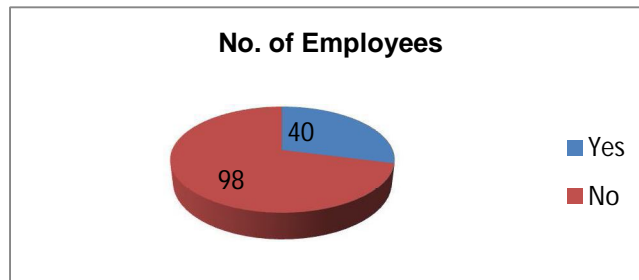
The period of study data has been collected from April 2016 to September 2016.

Analysis & Interpretation of Training & Development Data

In this study, an attempt has been made to analyze, interpret and draw the conclusions by taking the respondents' views of sample companies. For better analysis and interpretation of the data and testing of set hypothesis, appropriate tools are also used to derive the meaningful conclusion. The following pages deal with the analysis and interpretation of the data.



Fig 1: Views of the Respondents on Organization

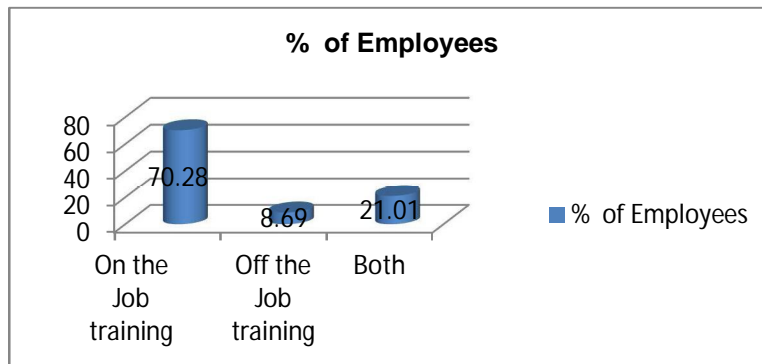


Interpretation: Table 1 It is clearly shows that, 28.98 percent employee are newly joined inside organization. 71.01 percent people are coming from other organization. So maximum experience holder working in the organization “Emami paper mills limited”.

Opinion	No. of Employees	% of Employees
On the Job training	97	70.28
Off the Job training	12	8.69
Both	29	21.01
Total	138	100

Source: Primary Data

Fig 2: Views of the Respondents on Organization Training Program



Interpretation: Table 2 It is clearly shows that 70.28 percent employees are of opinion that their organization mostly provides to their employees On the Job Training. Little portions employees are of opinion that their organization provides to their employees Off the Job Training. 21.01 percent employees are of opinion that their organization provides to their employees both Training. Therefore, it can be interpreted on the job training programs are mostly conducted by organization.



Table-3 ANOVA for Variables						
Anova: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
Training is well planned	138	542	3.927536	1.381572		
Sufficient duration of training	138	516	3.73913	1.303713		
Helpful of training program in long run	138	336	2.434783	1.444621		
Instructor responses to trainees doubts	138	532	3.855072	1.599281		
organization considers training as a part of organizational strategy	138	571	4.137681	1.170687		
Induction training is a well planned exercise	138	570	4.130435	1.00476		
Training program increase the productivity of both quality and quantity	138	519	3.76087	1.949699		
Training method focuses on developing team work and leadership skills	138	557	4.036232	0.940284		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	296.6295	7	42.37565	31.40503	7.76E-40	2.017919
Within Groups	1478.862	1096	1.349327			
Total	1775.492	1103				

Source: Primary Data

Interpretation: It is clear from the table 3 the calculated value of F-value is more than the critical value at 5 % level of significance. Hence it reveals that Training is well planned, Sufficient duration of training Helpful of training program in long run, Instructor responses to trainees doubts organization considers training as a part of organizational strategy, Induction training is a well planned exercise, Training program increase the productivity of both quality and quantity and training method focuses on developing team work and leadership skills.



Table-4: ANOVA for views on Training objectives communicated to employees						
Anova: Single Factor						
SUMMARY						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
consulted before sponsoring for training	138	299	2.166667	1.190998		
HR department conducts briefing and debriefing sessions before sponsoring training.	138	342	2.478261	0.83529		
Training objectives are communicated before nominated for training.	138	258	1.869565	0.537607		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	25.57	2	12.78502	14.95969	5.35E-07	3.017674
Within Groups	351.2	411	0.854632			
Total	376.8	413				

Source: Primary Data

Interpretation: It is clear from the table 4 the calculated value of F-value is more than the critical value at 5 % level of significance. Hence it reveals that the employees of EMAMI consulted before sponsoring for training, HR department conducts briefing and debriefing sessions before sponsoring training and Training objectives are communicated before nominated for training.

Table-5: ANOVA for views on Equipments & Facilities of training programme						
Anova: Single Factor						
<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>		
Classroom, boarding and lodging facilities	138	243	1.76087	0.752618		
Training Material & Tools	138	238	1.724638	0.405374		
Library facilities and handouts etc	138	238	1.724638	0.434571		
ANOVA						
<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	0.120773	2	0.060386	0.113753	0.892506	3.017674
Within Groups	218.1812	411	0.530854			
Total	218.3019	413				

Source: Primary Data

Interpretation: It is clear from the table 5 the calculated value of F-value is less than the critical value at 5 % level of significance. Hence it reveals that no



sufficient Classroom, boarding and lodging facilities, no well Training Material & Tools and Library facilities and handouts etc are given to employees of “Emami Paper Mills Limited”.

Table 6: ANOVA for opinion on Benefits & Effects of the training course						
Anova: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
After attending the Training programmes, can now confidently say that, it Qualities	138	202	1.463768	0.294298		
Increased work knowledge	138	206	1.492754	0.295568		
Increased skills	138	211	1.528986	0.265577		
Improved behavior and attitude	138	228	1.652174	0.41828		
Improved confidence	138	208	1.507246	0.456151		
Improved communication skills	138	208	1.507246	0.383159		
Increased motivation level	138	211	1.528986	0.396964		
Improved teamwork between departments	138	244	1.768116	0.442188		
Increased performance	138	191	1.384058	0.340474		
Increased involvement with the job	138	212	1.536232	0.2797		
Increased employee satisfaction	138	292	2.115942	0.526605		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	55.75758	10	5.575758	14.96313	1.01E-25	1.836971
Within Groups	561.558	1507	0.372633			
Total	617.3155	1517				

Source: Primary Data

Interpretation: It is clear from the table 8 the calculated value of F-value is more than the critical value at 5 % level of significance. Hence it reveals that training provides benefits and it also effects of the training course.

Summary of the findings:

1. That the workforce of the organization 98 employee are newly joined inside organization and 40 employee are experience holder working in the organization “Emami paper mills limited”.

2. Maximum employees opinions are there on the job training program are provided by their organization.



3. The Anova variables shows that Training is well planned, Sufficient duration of training Helpful of training program in long run, Instructor responses to trainees doubts organization considers training as a part of organizational strategy, Induction training is a well planned exercise, Training program increase the productivity of both quality and quantity and training method focuses on developing team work and leadership skills.

4. In the views of Training objectives communicated to employees that the employees of EMAMI consulted before sponsoring for training, HR department conducts briefing and debriefing sessions before sponsoring training and Training objectives are communicated before nominated for training.

5. The views on Equipments & Facilities of training programme, it is reflect that no sufficient Classroom, boarding and lodging facilities, no well Training Material & Tools and Library facilities and handouts etc are given to employees of "Emami Paper Mills Limited".

6. On Benefits & Effects of the training course hence, it reveals that training provides benefits and it also effects of the training course.

Suggestions:

1. More training should be given to get extra knowledge.
2. Outside Organization training program should be done in "Emami Paper Mills Company Limited".
3. Trainees' doubts should be clear by Instructor.

4. Effective Business Communication system should be developed to provide communication skill in training areas.

5. Organization should provide Excellent Equipments & Facilities of training program.

6. Organization should provide Excellent Training Material & Tool of training program.

7. Organization should provide Excellent Library facilities and handouts etc of training program.

8. Practical examples should be provided to support the training topic.

Conclusion:

The study on the whole provided valid empirical findings and demonstrated whether the employees and the organizations surveyed have benefitted due to training and developments programs conducted and how employees transferred learning to their jobs. From the findings it is clear that organizations in general are becoming more aware of the need to understand their employee's perception /reaction to the training programs provided.

An effective T&D program well tailored to the needs of the employees of the organization in the paper sector could be critical factor in contributing to the future growth of the sector. In this view "Emami Papers Limited", has shown balanced policy of HR. Finally, there were limitations regarding such generalization of the results presented in this study. It is limited to organization in Balasore.

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