



A study on employee training in ITC-ABD ILTD, Chirala

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Abstract

Training and Development, On the Job Training, Training Design and Delivery style are four of the most important aspects in organizational studies. The focus of current study is to understand the affect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The back bone of this study is the secondary data comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses show that all these have significant affect on Organizational Performance. These Hypotheses came from the literature review and we have also proved them with the help of literature review. Results show that Training and Development, On the Job Training, Training Design and Delivery style have significant affect on Organizational Performance and all these have positively affect the Organizational Performance. It means it increases the overall organizational performance. We also prove our Hypothesis through empirical data. However, results are strongly based on the literature review.

Keywords: training and development, on the job training, training design, delivery style, organizational performance

Introduction

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The Advanced Learner's Dictionary of Current English lays down the meaning of research as "a careful investigation or inquiry specially through search for new facts in any branch of knowledge". Mory and Redman (1933) define research as a "systematized effort to gain new knowledge". Some people consider research as a movement, a movement from the known to the unknown. It is actually a voyage of discovery. All human beings possess the vital instinct of inquisitiveness for, when the unknown confronts they wonder and their inquisitiveness makes them probe and attain full and fuller understanding of the unknown. This inquisitiveness is the mother of all knowledge and the method, which man employs for obtaining the knowledge of whatever the unknown, can be termed as research. In this paper an attempt is made to present the study on Employee Training in ITC ABD-ILTD, Chirala.

Need for the study

Training and development of human resource is the pivot around which all the techniques of growth process revolve. On the one hand, promoting employment is an accepted national goal and on the other hand finding suitable and trained manpower is a basic necessity for economic enterprises. The single most important factor is skill development. No matter how bountiful other resources may be, as social and economic advancement depends mainly on the quality manpower. Quality manpower can be developed through proper training.

'Learn or cease to earn' is the contemporary slogan. The importance of ILTD management especially in this changing economy and the necessity of highly skilled managerial personnel inspired the researcher to conduct a study on the impact of training and development programmes in ITC ABD-ILTD which is one of the major tobacco processing plants in India.

Keeping in view the above discussions, the present study of training and development programmes at ITC ABD-ILTD aims at finding how far the training and development programmes impact the productivity. The study "Impact of Employee Training on Productivity in ITC ABD-ILTD, Chirala" focuses on the following

Objectives of the study

1. To critically analyze the training programs conducted for the employees by ITC ABD-ILTD, Chirala
2. To examine the policy and practices on training at ITC ABD-ILTD, Chirala
3. To evaluate satisfaction levels of employees regarding the training factors i.e., content, facility, facilitator etc.
4. To offer findings and suggestions and conclusion of the study.

Methodology

a) Data Collection

The researcher used different techniques and tools to collect data about different aspects. As a part of archival research the researcher studied personal documents, life histories, observations, interviews, questionnaire, schedules. Variety of tests like intelligence test, achievement test, aptitude tests are

certain techniques adopted in case study for data and the collected data is be recorded.

(i) **Primary data:** The primary data was collected through structured questionnaire. The researcher interacted with respondents and collected the data through personal contacts and extensive interviews.

(ii) **Secondary data:** In order to acquire the secondary data, the researcher has visited offices of various departments of the selected organization, and had gone through their records and annual reports. The researcher also visited Acharya Nagarjuna University department library for

collection of additional data from the books, journals, articles etc. and websites and other online content was also analysed.

b) Sample Design

The survey has been conducted on Impact of Employee Training on Productivity at ITC ABD-ILTD Chirala. The data collected from 320 employees choosing by stratified sampling. The following table depicted the respondent employees, universe and sample size.

Table 1: Universe and Sample size

S. No	Respondents	Universe	Sample
1	Managers	62	13
2	Supervisors	130	26
3	Workers	1710	342
	Total	1902	381

Source: HR Data, ITC ABD-ILTD Chirala

Table 2: The training objectives for each topic were identified and followed

S. No	Response	Frequency	Percentage (%)
1	Strongly Agree	292	76.64
2	Agree	77	20.21
3	Moderately agree	8	2.10
4	Disagree	4	1.05
5	Strongly Disagree	0	-
	Total	381	100.00

As revealed from Table 2 out of 381 sample respondents 76.64% have strongly agreed and 20.21% of the respondents agreed that the Training objectives for each topic were identified and followed. Another 2.10% of the respondents moderately agreed on the said aspect. The remaining 1.05%

strongly disagreed that the Training objectives for each topic were identified and followed. From the above it can be inferred that an overwhelming 99% of the respondents have agreed that the Training objectives for each topic were identified and followed.

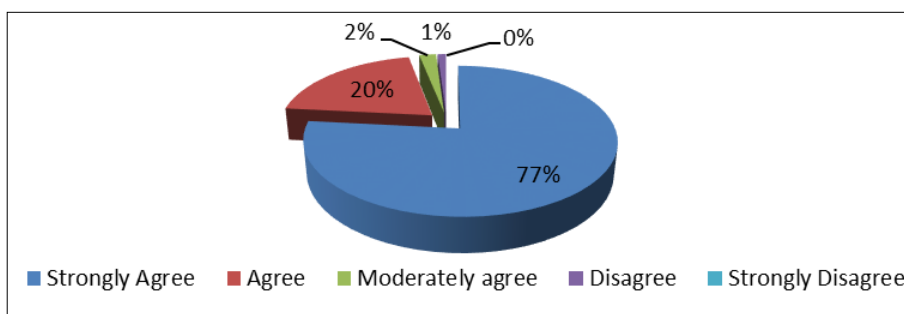


Fig 1: The training objectives for each topic were identified and followed

Table 2: The materials distributed were pertinent and useful

Response	Frequency	Percentage (%)
Strongly Agree	227	59.58
Agree	117	30.71
Moderately agree	35	9.19
Disagree	2	0.52
Strongly Disagree	0	-
Total	381	100.00

As revealed from Table 2 out of 381 sample respondents 59.58% have strongly agreed and 30.71% of the respondents agreed that the materials distributed were pertinent and useful. Another 9.19% of the respondents moderately agreed on the

said aspect. 0.52% of the respondents disagree that the materials distributed were pertinent and useful. From the above it can be inferred that 99% of the respondents have agreed that the materials distributed were pertinent and useful.

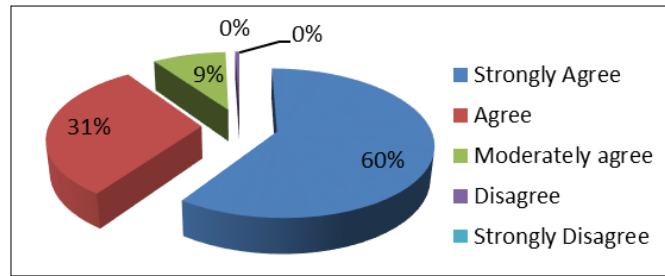


Fig 2: The materials distributed were pertinent and useful

Table 3: The trainer was knowledgeable

S. No	Response	Frequency	Percentage (%)
1	Strongly Agree	221	58.01
2	Agree	111	29.13
3	Moderately agree	33	8.66
4	Disagree	13	3.41
5	Strongly Disagree	3	0.79
	Total	381	100.00

As revealed from Table 3 out of 381 sample respondents 58.01% have strongly agreed and 29.13% of the respondents agreed that the trainer was knowledgeable. Another 8.66% of the respondents moderately agreed on the said aspect. 3.41% of the respondents disagreed and 0.79% strongly disagreed that the trainer was knowledgeable. From the above it can be inferred that 96% of the respondents have agreed that the trainer was knowledgeable.

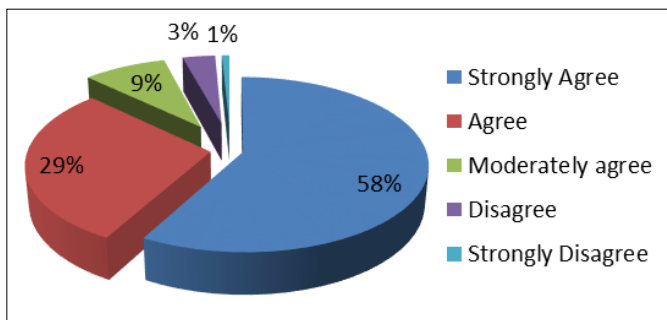


Fig 3: The trainer was knowledgeable

Table 4: Class participation and interaction were encouraged

S. No	Response	Frequency	Percentage (%)
1	Strongly Agree	323	84.78
2	Agree	46	12.07
3	Moderately agree	8	2.10
4	Disagree	4	1.05
5	Strongly Disagree	0	-
	Total	381	100.00

As revealed from Table 4 out of 381 sample respondents 84.78% have strongly agreed and 12.07% of the respondents agreed that the class participation and interaction were encouraged. Another 2.10% of the respondents moderately agreed on the said aspect. 1.05% of the respondents disagreed that the class participation and interaction were encouraged. From the above it can be inferred that 99% of the respondents have agreed that the class participation and interaction were encouraged.

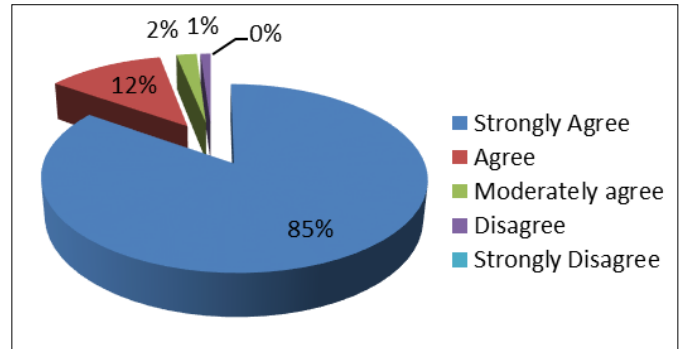


Fig 4: Class participation and interaction were encouraged

Table 5: Do you think training is essential for increased productivity

S. No	Response	Frequency	Percentage (%)
1	Strongly Agree	346	90.81
2	Agree	13	3.41
3	Moderately agree	18	4.72
4	Disagree	3	0.79
5	Strongly Disagree	1	0.26
	Total	381	100.00

As revealed from Table 5 out of 381 sample respondents 90.81% have strongly agreed and 3.41% of the respondents agreed that the training is essential for increased productivity. Another 4.72% of the respondents moderately agreed on the said aspect. 0.79% of the respondents disagreed that the training is essential for increased productivity. None of the respondents strongly disagreed on the aspect. From the above it can be inferred that 99% of the respondents have agreed that the training is essential for increased productivity.

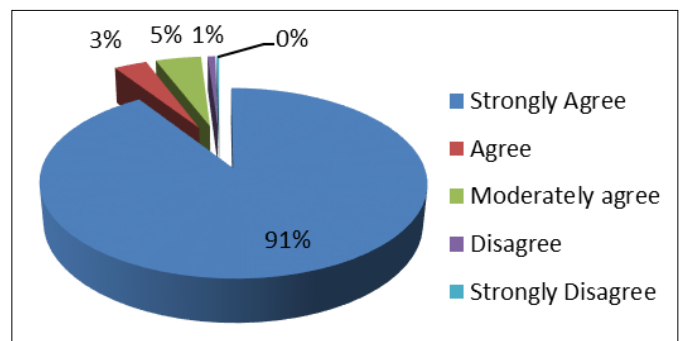


Fig 5: Do you think training is essential for increased productivity

Table 6: How do you rate the training overall?

S. No	Response	Frequency	Percentage (%)
1	Strongly Agree	314	82.41
2	Agree	49	12.86
3	Moderately agree	14	3.67
4	Disagree	4	1.05
5	Strongly Disagree	0	-
	Total	381	100.00

As revealed from Table 6 out of 381 sample respondents 82.41% have strongly agreed and 12.86% of the respondents agreed that the overall training was good. Another 3.67% of the respondents moderately agreed on the said aspect. 1.05% of the respondents disagreed that the overall training was good. From the above it can be inferred that 99% of the respondents have agreed that the overall training was good.

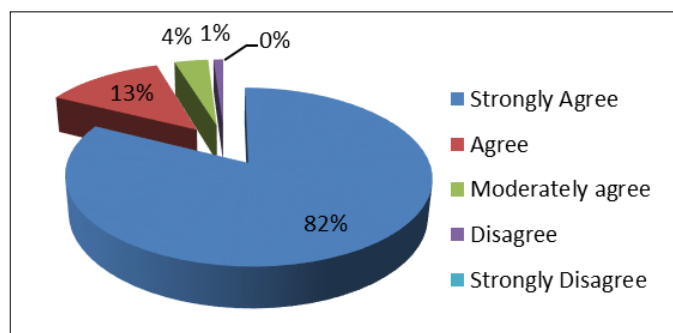


Fig 6: How do you rate the training overall?

Findings

General Training Factors: Most of the respondents have strongly agreed that the training met the expectations and are able to apply the knowledge learned in the training at the workplace. The objectives for each topic of the training sessions were identified and the content was systematically organized. Most of the respondents expressed that the material supplied was pertinent and useful. The trainers are competent, knowledgeable and their instruction was good.

Training Evaluation: An overwhelming number of the respondents (97%) have agreed that the preparation of the individual for the stated goals is clearly communicated. They also agreed that enough information to prepare for the training is intimated in advance. Findings based on the descriptive statistics for training preparation, correlations coefficient value between the training factors, are on high positive correlation. In other words hypothesis is proved in this correlation.

General satisfaction: An overwhelming majority of the respondents have agreed that the eleven aspects of general satisfaction such as the goals of training, understanding the topic, respondents receiving the best training, interacting with resource persons and colleagues to share and exchange the information received during the training etc., improves performance. Findings based on the descriptive statistics for General satisfaction aspects (11 aspects) are agreed by the overwhelming majority of the respondents.

Suggestions

Keeping in view the competitive market scenario, future challenges, the company needs to strengthen the training and development activities and the researcher suggests few steps which are illustrated below:

1. Aggressive competition and changing industry dynamics mandate requires upgrading of the competencies from time to time. The ITC ABD-ILTD need to focus more on competency program development to the changing requirements.
2. Keeping in view the competitive scenario more inputs be given to employees on complexity in business (i.e. higher price to be paid to the farmers and customer offering lesser price with stringent specifications).How this complexity can be dealt to reduce the cost and to create economic value by serving the customers more effectively?
3. The company focuses on prime productivity factor yield (tobacco fed i.e., input / Lamina extracted i.e., output) the ITC ABD-ILTD need to focus more on other productivity factors (waste minimization, leaf utilization, energy conservation) to minimize cost. The ITC ABD-ILTD need to train employees on Lean manufacturing concepts i.e., taking ownership to maximize value, eliminate waste and improve service levels across the supply chain in order to satisfy and exceed the customer expectation and improve productivity.
4. The ITC ABD-ILTD is offering many training programs for the employees, it is suggested to review and re-design the ongoing core programs to reflect the new capability requirements from time to time.
5. About 16% of the employees felt that the training was too technical and difficult to understand, and the ITC ABD-ILTD is suggested to include the following:
 - The learning environment or context or culture to be made similar and simple to the actual work environment or context or culture of the organization to the extent possible.
 - To provide more practical examples close to the day to day experiences at shop floor.
6. The end customer for ITC ABD-ILTD cigarette manufacturing division of ITC. If the quality of tobacco (more quantity of particle size > 1”) is good it improves the productivity of ITC ABD-ILTD and also the productivity levels of cigarette manufacturing. The ILTD need to train tobacco growers (agriculturist)and employees on the issues at customer end and necessary process improvement need to be done at ITC ABD-ILTD.

Conclusion

ITC ABD-ILTD Human Resource philosophy focuses on meritocracy and capability development. The capability development agenda aims at strengthening the organizational capability required in pursuit of ITC ABD-ILTD Mission, Company’s strategic agenda, the three horizon growth strategy and vision 2020. In line with this agenda, several customized training and development interventions were offered at Corporate and Divisional levels aimed at developing functional, behavioural, leadership and management capabilities.

The training matrix in the company endeavours to provide a balance, with a strong functional basis in the early years and an emphasis on managerial and business skills in the mid and late career stages.

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