A COMPARATIVE STUDY OF TRAINING AND DEVELOPMENT PRACTICES IN CEMENT INDUSTRIES

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Abstract

Human Resource Development (HRD) plays significant role in development and management of human resources in an organization. Training and development is most important activity in any organization to improvement of the skills and also impart new skills. Now, every industrial organization is emphasizing the training and development of its employees. As such, a sample survey was conducted to study the training and development practices of cement industries located in Karnataka by selecting the cement industries in Gulbarga and Yadgir districts. Primary data was collected on different aspects of HRD, Training, Development, performance appraisal, etc using interview schedule and about 500 employees working in cement industries were surveyed. It is suggested from the study that there is need to go for regular training in these industries. The industries should think that training and development is an essential investment and not an unnecessary expense as it also improves the productivity of the organization.

Key words: Human Resource Development, Training, Development, Performance Appraisal, Perception, Behavior etc.

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Introduction:

Human Resource Development makes possible the effective management of human resources. Human resource is a great significance as it implies identification of training needs of the manpower from time to time and takes action towards integrated development of the human resources with a view to help the organization to achieve its predetermined goals on the basis of efficient work of its trained and motivated manpower. Any policy regarding the development of human resources must deliver the desired results in terms of development of jobs skills and attitudes of the man-power. Michael (1997) stated that HRD as a process relate to seek change in employee in his attitude, perception and behavior in such a way that he could maximize his contribution to help his organization to reach goal. HRD is a continuous process, of helping employees in a planned way to help them to acquire capabilities and to build up organizational climate, where teamwork and collaboration can contribute to achieve the organizational goals (Rao, 1990). Human Resource Development (HRD) relates to develop people to grow with organizational commitment. Michael (1997) states in a logical sense that HRD matches organizational need for human resource and the individual desire for a career development. It enables employee to achieve best of his potential, to attain a total all-round development. It also tries to ensure decorum of employment and opportunity for team work. Nair and Rao (1990) stated that human being is an important part of organizational resource; it helps to achieve higher level of production and profit to the organization. In view of the greater convenience and contribution, which people can render to the organization, awareness to the development of human resource at work is vital.   Although every employee before he joins an organization may have specific skills and knowledge to perform his job better but what he precisely requires is a better exposure to the training. If he is not evidently convinced as to what he has to do and how to do it, he is not in a position to discharge his duty as expected. Thus providing them required training has become very much essential and became an integral part of Human Resource Development. Krishna and Koubek (1997) opines that HRD is a process of imparting and equipping the human being with the improved performance, capabilities, competencies, skills and attitudes, so as to achieve increased productivity and production of quality goods and services. For any organization to perpetuate itself and achieve growth there is a basic need for developing its manpower resources. It is one thing to possess knowledge but yet another thing to put it to effective use. It is essential to help develop skills and also update the knowledge. Especially, in a rapidly changing society, employee training and development is not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force. Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job. Training and Development could be

described as the sum total of the results of the positive changes taking place in the knowledge, skills, attitudes, relationships and physical well being of the employees of an organization. It involves a process of helping employees of an organization in the acquisition of new qualities and refinement of existing characteristics that might be required in their present functions or towards performing roles expected in the future. But, it is noted that in many of the industrial organizations, training is not conducted for the employees regularly. As such, the present study is made to assess the training and development practices of the employees of Cement industries located in Gulbarga and Yadgir districts of Karnataka.

Objectives of the Study:

- To analyze the HRD practices adopted by cement industries in Gulbarga and Yadgir districts of Karnataka;
- To Examine whether the Management of the industries are conducting the training to the employees regularly
- To Find out needs of imparting training to the employees, and
- To assess the impact of Training Programmes on the performance of employees and Organizational effectiveness.

Methodology of the study:

It is not possible to cover all the employees of all the cement industries located in Gulbarga and Yadgir districts in Karnataka. Hence, majority of the employees working in Vasavadatta Cements, Sedam, ACC Company Ltd, Wadi, HMP Cements Shahabad, Rajashree Cements, Adityanagar and Vicat Sagar Cements Ltd, Chincholi.   Further, as there are thousands of the employees are working in these companies under different designations, sample survey of these employees working in selected cement industries of Gulbarga and Yadgir districts was made. It is noted that many of the industrial organizations has not allowed the author to collect the primary data from the respondents and as such, the author collected primary data from the respondents by visiting Canteen, Quarters, etc. About 100 Managerial executives, 200 Supervisors and 200 workers or laborers were surveyed by interview schedules. The interview schedules were included the dichotomous, multiple choice and rating techniques based on the HRD and Training and Development aspects. The primary data collected through interview schedules from these 500 employees is analyzed and discussed as under.

Results and Discussion:

1. Age of the Respondents:

Age plays an important role in assessing the efficiency and knowledge of employees in their respective work. The age-group of the respondents covered under the present study is shown in the following table.

Table No. 1. Age of the Respondents

Particulars	Managerial Executives		Supervisors		Laborers		Total	
	No's	%	No's	%	No's	%	No's	%
Below 25 years	23	23.00	31	15.50	64	32.00	118	23.60
26-35 years	38	38.00	63	31.50	32	16.00	133	26.60
36-45 years	22	22.00	58	29.00	42	21.00	122	24.40
45-55 years	13	13.00	32	16.00	34	17.00	79	15.80
Above 55 years	04	4.00	16	8.00	28	14.00	48	9.60
Total	100	100	200	100	200	100	500	100

Table-1 Of the total 500 (100%) respondents covered under the present study, 133 (26.60%) are in the age group of 26 to 35 years followed by, 122 (24.40%) are in the age group of 36 to 45 years, about 118 (23.60%) are of below 25 years of age, 79 (15.80%) are between the age group of 45 to 55 years and the remaining 48 (9.60%) are in the age group of above 55 years.

2. Professional and Work Experience:

Professional or work experience plays an important role in work expertise and productivity of every employee. As such it was asked to the respondents furnish the details of works of experience in their present work. The collected information is presented in the following table.

Table No. 2. Professional and Work Experience

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
0 to 5 years	21	21.00	35	17.50	72	36.00	128	25.60
6-15 years	43	43.00	59	29.50	35	17.50	137	27.40
16 to 25 years	20	20.00	52	26.00	40	20.00	112	22.40
Above 26 years	16	16.00	54	27.00	53	26.50	123	24.60
Total	100	100	200	100	200	100	500	100

Table-2 Of the total respondents covered under the present study, 137 (27.40%) have working experience between 6 to 15 years, followed by 128 (25.60%) have work experience between 0 to 5 years,

123 (24.60%) have experience above 26 years and the remaining 112 (22.40%) respondents have work experience between 16 to 25 years.

3. HRD Techniques used in Organization:

There are different techniques and tools used in the organization, so as to improve the efficiency and productivity of the employees. These techniques are executed by the Human Resource Development department. These include Performance Appraisal, Motivation, Training and Development, Promotion, career development, etc. For the development of the organization, every industry uses one or more of these techniques. The techniques used by the HRD departments in the industries covered under the study as expressed by the employees are shown in the following table.

Table No. 3. HRD Techniques used in Organization

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Man Power Planning	91	91.00	172	86.00	134	67.00	397	79.40
Performance Appraisal and Feedback	100	100	200	100	200	100	500	100
Training & Development	100	100	200	100	200	100	500	100
Potential Appraisal and Promotion	64	64.00	32	16.00	44	22.00	140	28.00
Career Development and Career Planning	48	48.00	45	22.50	41	20.50	134	26.80
Total	100	100	200	100	200	100	500	100

Table-3 Of all the three kinds of employees, all are agreed that training, development, performance appraisal and feedback methods are actively adopted in the HRD. On the other techniques used, 397 (79.40%) are agreed that there is man power planning, 140 (28.00%) are agreed that there is potential appraisal and promotion and 134 (26.80%) are agreed that there is career development and career planning in their organization.

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4. HRD and Management provide Opportunity to the Employees to attend Seminars, Workshops, Discussions, etc related to the HRD topics:

Seminars, Workshops, Discussions and Conferences are training programmes to improve the knowledge of every employee in human resource related aspects. Many of the organizations depute their employees to attend such training programmes, so as to improve their skills and knowledge. It was asked whether management provide opportunities to the employees to attend such training programmes related to HRD topics and the respondents expressed their views as under.

Table No. 4. Management provides Opportunity to the Employees to attend Seminars, Workshops, Discussions, etc related to the HRD topics

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	72	72.00	66	33.00	43	21.50	181	36.20
No	13	13.00	73	36.50	115	57.50	201	40.20
Can't Say	15	15.00	61	30.50	42	21.00	118	23.60
Don't Know	--	--	--	--	--	--	--	--
Total	100	100	200	100	200	100	500	100

Table-4 Among all the employees covered under the study, only 181 (36.20%) have stated that the management provides opportunity to the employees to attend seminars, workshops, discussions etc related to HRD topics, about 201 (40.20%) stated that the management does not give opportunity to attend such programmes and remaining 118 (23.60%) have not expressed their opinions on the same.

5. Performance Appraisal System is Development oriented:

To assess the performance of every employee in the organization, most of the industrial organizations conduct performance appraisal once in a year. Through which the work load of every employee, performance, productivity, efficiency, etc are assessed. Usually a committee should be set up for the evaluation of performance appraisal of employees, which assesses the performance of employees and give suggestions to improve the work of employees. Further, the committee also suggests motivation techniques to motivate the employees to work efficiently in the organization. To be effective, performance appraisal system must be development oriented. It was asked to the respondents whether performance appraisal system is development oriented. The collected responses are shown in the following table.

Table No. 5. Performance Appraisal System is Development Oriented

Particulars	Managerial	Supervisors	Labourers	Total

	Executives							
	No's	%	No's	%	No's	%	No's	%
Yes	100	100	163	81.50	172	86.00	435	87.00
No	--	--	37	18.50	12	6.00	49	9.80
Can't Say	--	--	--	--	16	8.00	16	3.20
Don't Know	--	--	--	--	--	--	--	--
Total	100	100	200	100	200	100	500	100

Table-5 Of the total 500 respondents covered under the present study, 435 (87.00%) agreed that performance appraisal system is development oriented, followed by 49 (9.80%) have not agreed to the same and the remaining 16 (3.20%) have not expressed their opinions on the same.

6. Identification of Training needs based on Performance Appraisal:

Performance appraisal is basically aims to assess the performance, efficiency and productivity of the employees in the organization. If the performance is unsatisfactory, then the management may suggest employees to improve their performance. To improve the performance there is need for training. In this way, generally training needs are based on performance appraisal of the employees. Hence, it was asked to the respondents whether they agreed to the same and the collected information is shown in the following table.

Table No. 6. Identification of Training Needs based on Performance Appraisal

Particulars	Managerial Executives		Supervisors		Laborers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	91	91.00	167	83.50	155	77.50	413	82.60
No	09	9.00	33	16.50	28	14.00	70	14.00
Can't Say	--	--	--	--	--	--	--	--
Don't Know	--	--	--	--	17	8.50	17	3.40
Total	100	100	200	100	200	100	500	100

Table- 6 Of all the respondents, 413 (82.60%) agreed that identification of training needs should be based on performance appraisal, followed by 70 (14.00%) are stated that identification of training needs should not be based on performance appraisal and remaining 17 (3.40%) are not know about the same.

7. Performance Analysis Feedback offered to Officials concerned to initiate corrective Steps:

Performance appraisal and analysis is made so as to assess the efficiency and productivity of each employee working in an organization. If there is less performance, there are various corrective steps that should be taken such as training, development, orientation, etc for the employee. Even though performance appraisal analysis is made in many organizations, not many of the organizations take corrective actions to improve the performance of the employees. It was asked to the respondents whether performance analysis feedback offer to officials is concerned to initiate corrective steps to improve the performance of the employees and the collected information is presented in the following table.

Table No. 7. Performance Analysis Feedback offered to Officials concerned to initiate Corrective Steps

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	71	71.00	138	69.00	145	72.50	354	70.80
No	29	29.00	32	16.00	24	12.00	85	17.00
Can't Say	--	--	18	9.00	17	8.50	35	7.00
Don't Know	--	--	12	6.00	14	7.00	26	5.20
Total	100	100	200	100	200	100	500	100

Table-7 Of the total respondents, 354 (70.80%) stated that performance analysis feedback offered to officials concerned to initiate corrective steps, followed by 85 (17.00%) have not agreed to the same, about 35 (7.00%) did not state anything and remaining 26 (5.20%) do not know about the same.

8. Period and Reason for the Training Programmes:

It was revealed from the present study that all the respondents agreed that the management provide facilities for the training. It was asked them to furnish the information on the period of training and reason for the training and collected information is shown in the following table.

Table No. 8. Period and Reason for the Training Programme

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
When company adopts new technology	28	28.00	32	16.00	43	21.50	103	20.60

To increase skills and knowledge periodically	46	46.00	77	38.50	55	27.50	178	35.60
Compulsory Training for all	26	26.00	91	45.50	102	51.00	219	43.80
Total	100	100	200	100	200	100	500	100

Table8 Of all the employees covered under the study, 219 (43.80%) have stated that there is compulsory training for all the employees, followed by 178 (35.60%) have agreed that to increase the skills and knowledge periodically training is given to all employees and remaining 103 (20.60%) have stated that training is given to all employees, as and when company adopts new technology.

9. Training Policy of the Company is Satisfactory:

Training to be effective, it should be satisfactory in all respects. For this purpose, every company has to make plans and formulate policy, so as to organize the training in planned way. The training policy should contain aims, objectives, means, methods, etc of the training. Information from the respondents was gathered on whether the training policy of the company is satisfactory and interpreted as under.

Table No. 9. Training Policy of the Company is Satisfactory

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	97	97.00	169	84.50	150	75.00	416	83.20
No	03	3.00	31	15.50	14	7.00	48	9.60
Can't Say	--	--	--	--	10	5.00	10	2.00
Don't Know	--	--	--	--	26	13.00	26	5.20
Total	100	100	200	100	200	100	500	100

Table-9 Of the total respondents covered under the present study, 416 (83.20%) have agreed that the training policy of the company is satisfactory, followed by 48 (9.60%) have expressed that the policy is not satisfactory, about 26 (5.20%) have stated that they do not know about the same and remaining 10 (2.00%) have not expressed their opinions on the same.

10. Industry analyzes and assesses the Training Needs before conducting any Training:

As majority of the respondents have agreed that there is need to assess the training needs before conducting training programme, it was asked to them whether the company, in which respondents are working will assess and analyze the training needs before conducting any training programme. The collected information is presented in the following table.

Table No. 10. Industry analyzes and assesses the Training Needs before conducting any Training

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	26	26.00	55	27.50	42	21.00	123	24.60
No	74	74.00	145	72.50	126	63.00	345	69.00
Can't Say	--	--	--	--	32	16.00	32	6.40
Don't Know	--	--	--	--	--	--	--	--
Total	100	100	200	100	200	100	500	100

Table10 Of the total respondents, 345 (69.00%) have stated that the company does not analyze the training needs of the employees before conducting any training programme, followed by 123 (24.60%) have responded that the company analyzes and assesses the training needs before conducting any training and remaining 32 (6.40%) have not responded to the same.

11. Training Needs Analysis should be made according to the Needs of the Organization, Capacities of the Employees, Job Requirements and Work Expectations:

As already discussed in the previous sections, the training programme begins with the assessment and analysis of training needs. But it is noticed that majority of the respondents expressed that the company does not make any kinds of training needs analysis before the training. Hence, it was asked to the respondents whether they agree that training needs analysis should be made according to the needs of the organization, capacities of the employees, job requirements and work expectations. The collected information is presented in the following table.

Table No. 11. Training Needs Analysis should be made according to the Needs of the Organization, Capacities of the Employees, Job Requirements and Work Expectations

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	100	100	192	96.00	154	77.00	446	89.20
No	--	--	08	4.00	14	7.00	22	4.40
Can't Say	--	--	--	--	32	16.00	32	6.40
Don't Know	--	--	--	--	--	--	--	--
Total	100	100	200	100	200	100	500	100

Table-11 Of the total respondents covered under the present study, 446 (89.20%) have responded that training needs analysis should be made according to the needs of the organization, capacities of the employees, job requirements and work expectations, about 22 (4.40%) have not agreed to the same and remaining 32 (6.40%) have not expressed their responses on the same.

12. Useful Methods for Training:

Most of the employees covered under the present study have known about the training and developmental activities. To train the employees in an organization, different methods are used such as lecture method, practical training, workshop, discussion, audio-visual method, etc. It was asked to the employees to suggest about the suitable and useful method for the training and their suggestions are stated as under.

Table No. 12. Useful Methods for Training

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Lecture/Class room	29	29.00	72	36.00	80	40.00	181	36.20
Audio-Visual Method	39	39.00	41	20.50	35	17.50	115	23.00
Discussion, Role Play and Demonstration	27	27.00	85	42.50	79	39.50	191	38.20
Any Other	05	5.00	02	1.00	06	3.00	13	2.60
Total	100	100	200	100	200	100	500	100

Table-12 Among all the respondents, 191 (38.20%) have responded that discussion, role play and demonstration are the best methods for training, followed by 181 (36.20%) have stated that lecture or class room method as useful method for training, about 115 (38.20%) have expressed that audio-visual method as useful method for training and about 13 (2.60%) have suggested other methods as useful methods for training.

13. Training Methods used in the Organization:

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The different training methods are discussed already in the previous section. The information on the training methods used and adopted in the organization where the respondents are working is gathered and presented in the following table.

Table No. 13. Training Methods used in the Organization

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Lecture/Class room	63	63.00	114	57.00	132	66.00	309	61.80
Audio-Visual Method	04	4.00	03	1.50	05	2.50	12	2.40
Discussion, Role Play and Demonstration	33	33.00	83	41.50	63	31.50	179	35.80
Any Other	--	--	--	--	--	--	--	--
Total	100	100	200	100	200	100	500	100

Table-13 Of the total respondents, 309 (61.80%) are using Lecture/ Class room method of training, followed by 179 (35.80%) are using discussion, demonstration and role play method and remaining 12 (2.40%) are using audio-visual method for training.

14. Organization does not spend much of the resources on the Employee Training:

A few organizations do not emphasize the training programmes and hence they are not spending much financial resources on the same. Hence, it was asked to the respondents, whether their organization spent much of the resources on the employee training and the collected responses are tabulated as under.

Table No. 14. Organization does not spend much of the resources on the Employee Training

Particulars	Managerial Executives		Supervisors		Labourers		Total	
	No's	%	No's	%	No's	%	No's	%
Yes	32	32.00	68	34.00	62	31.00	162	32.40
No	68	68.00	75	37.50	96	48.00	239	47.80
Can't Say	--	--	28	14.00	16	8.00	44	8.80

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| Don't Know | -- | -- | 29 | 14.50 | 26 | 13.00 | 55 | 11.00 |
| Total | 100 | 100 | 200 | 100 | 200 | 100 | 500 | 100 |

Table-14 Of all the respondents, 239 (47.80%) have agreed that organization spend much of the resources on the employee training followed by 162 (32.40%) have expressed that the organization does not spend much of the resources on the training, about 55 (11.00%) do not know about the same and remaining 44 (8.80%) have not expressed their opinions on the same.

Suggestions:

The following suggestions are made from the present study:

- Management must provide opportunity to its employees to attend conferences, workshops, seminars, etc related to their work and HRD aspects.
- It is suggested to conduct regular training on the HRD aspects in the organizations.
- Performance appraisal should be evaluated by impartial committee or task force set up for the purpose.
- Compulsory and regular training to all the employees should be organized in every organization.
- Before organizing the training programmes, there is need to assess the training needs of all the kinds of employees regularly.
- Complete knowledge about the training and development activities should be given by the HRD to its employees regularly.
- Organizations should not think that spending of resources on training is useless expenditure, but consider it as useful investment on the employees. Hence, it must provide adequate resources to impart training to its employees.

Conclusion:

Similar to other resources like Money, Materials and Machine, Man (Human Resources) is also an important asset for every industrial organization. Without human resources, these three cannot be converted into finished products. Hence, it is on the part of every industrial organization to provide necessary importance to human resource. The study revealed that the majority of the organizations are providing adequate importance to the human resources.   Management and HRD organize training regularly as expressed by all the respondents. Regarding the purpose of the training, the management made compulsory training to all the employees as expressed by majority of the respondents. Further, few employees stated that training will be conducted only when industry adopts new technology and to increase the skills and knowledge periodically the training will be conducted.   To a greater extent the management of the industrial organizations covered under the study thinks that spending financial resources on training is a useful expenditure and training is beneficial as expressed by majority of the respondents. After the training evaluation or feedback of the training organized is needed. As expressed by the majority of the respondents, their respective organizations evaluate the training and such kind of

evaluation of the training is helpful and useful for filling up the training gaps in future. As stated by all the respondents, feedback and evaluation of training also helps in assessing the future training needs of employees. Hence, there is need to seek feedback and evaluation from every trained employee. Further, the trained employees offer honest feedback and highlight the negative points of training. On the basis of feedback from employees on training, the organizations take efforts to correct the loopholes in the training in future.

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