

A Study on Training of Employees at Vijaya Diary, Vijayawada

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Abstract: “Consumer is the Key of Business” In today’s globalized world, relation is more important for any business. In business the activities which is conducted and about to conduct for making profits. Without profits there is no surveillance for making business decisions, so to attain profits you must consider the people expectations on your product. If the product performance is matches the buyer expectation, the consumer is delighted, the reverse is just as true. So if the product performance is perceived by buyer’s expectations, expectation is first step to define your target. Then you have to design and develop according to the consumer’s needs, wants and demands. If your product performance is matched the consumers’ expectations, then your product is automatically sells. Then after that your communication is starts with that potential consumer. If he finds any difficulty to attain your product, then you have a chance to maintain to build your customer relation is the name of management. So management is means, how to plan, how to define strategy and how formulate that strategies in to proper mechanism. Then this management offers several chances to those who are working in the organization to develop and sustain in the competitive world. After that the consumer comes to your store again and again for his buying’s and gets the products to satisfy his personal and professional needs. In this paper I need to study the relationship strategies and how these strategies will improve the customer relation to get the success of every organization.

Keywords: training of employees

1. Introduction

Human resources are the term -- first used in the early 1900s and then more widely in the 1960s -- for the people who work for the organization, in aggregate.

HRM is really employee management with an emphasis on those employees as assets of the business. In this context, employees are sometimes referred to as human capital. As with other business assets, the goal is to make effective use of employees, reducing risk and maximizing return on investment (ROI).

The modern HR technology term, Human Capital Management (HCM), has come into more frequent use than the term, HRM, with the widespread adoption by large and midsize companies and other organizations of software to manage many HR functions.

Definition of human resource management

The process of hiring and developing employees so that they become more valuable to the organization.

Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

A. Human Resource Management & Its Core Functions: Managerial & Operative

As per Armstrong (1997) Human resource management is defined as “a strategic approach to acquiring, developing, managing, motivating and gaining the commitment of the organization’s key resource—the people who work in and for it.” In general, human resource management is concerned with hiring, motivating and maintaining workforce within businesses.

Functions of Human Resource Management Includes:

- Managerial Functions
- Operative Functions

B. Managerial Function Includes

1) Planning

One of the primary function where number & type of employees needed to accomplish organizational goals are determined. Research forms core HRM planning which also helps management to collect, analyze and identify current plus future needs within the organization.

2) Organizing

Organization of the task is another important step. Task is allocated to every member as per their skills and activities are integrated towards a common goal.

3) Directing

This includes activating employees at different levels and making them contribute maximum towards organizational goal. Tapping maximum potentialities of an employee via constant motivation and command is a prime focus.

4) Controlling

Post planning, organizing and directing, performance of an employee is checked, verified and compared with goals. If actual performance is found deviated from the plan, control measures are taken.

C. Operative Function Includes

1) Recruitment/Hiring

Hiring is a process which brings pool of prospective candidates who can help organization achieve their goals and allows managements to select right candidates from the given pool.

2) Job Analysis & Design

Describing nature of the job like qualification, skill, work experience required for specific job position is another important operative task. Whereas, job design includes outlining tasks, duties and responsibilities into a single work unit to achieve certain goal.

3) Performance Appraisal

Checking and analyzing employee performance is another important function that human resource management has to perform.

4) Training

This function allows employees to acquire new skills and knowledge to perform their job effectively. Training also prepares employees for higher level responsibilities.

5) Salary Administration

Human Resource Department also determines pays for different job types and includes compensations, incentives, bonus, benefits etc. related with a job function.

6) Employee Welfare

This function takes care of numerous services, benefits and facilities provided to an employee for their well-being.

7) Maintenance

Minimizing employee turnover and sustaining best performing employees within the organization is the key. Minimizing ROI within HR department is also a key goal for Human resource management team.

8) Labour Relations

Labour relation is regards to the workforce who work within a trade union. Employees in such domain form a union/group to voice their decisions affectively to the higher management.

9) Personal Research

Research is a vital part of human resource management. It is performed to keep a check on employee opinion about wages, promotions, work condition, welfare activities, leadership, employee satisfaction and other key issues.

10) Personal Record

This function involves recording, maintaining and retrieving employee related information including employment history, work hours, earning history etc.

D. Processes in Human Resource Management

Each organization works towards the realization of one vision. The same is achieved by formulation of certain strategies and execution of the same, which is done by the HR department. At the base of this strategy formulation lie various processes and the effectiveness of the former lies in the meticulous design of these processes. But what exactly are and entails these processes? Let's read further and explore.

The following are the various HR processes:

- Human resource planning (Recruitment, Selecting, Hiring, Training, Induction, Orientation, Evaluation, Promotion and Layoff).
- Employee remuneration and Benefits Administration
- Performance Management.
- Employee Relations.

The efficient designing of these processes apart from other things depends upon the degree of correspondence of each of these. This means that each process is subservient to other. You start from Human resource Planning and there is a continual value addition at each step. To exemplify, the PMS (performance Management System) of an organization like Infosys would differ from an organization like Walmart. Let's study each process separately.

1. Human Resource Planning: Generally, we consider Human Resource Planning as the process of people forecasting. Right but incomplete! It also involves the processes of Evaluation, Promotion and Layoff.
2. Recruitment: It aims at attracting applicants that match a certain Job criteria.
3. Selection: The next level of filtration. Aims at short listing candidates who are the nearest match in terms qualifications, expertise and potential for a certain job.
4. Hiring: Deciding upon the final candidate who gets the job.
5. Training: Those processes that work on an employee on board for his skills and abilities upgradation.
6. Employee Remuneration and Benefits Administration: The process involves deciding upon salaries and wages, Incentives, Fringe Benefits and Perquisites etc. Money is the prime motivator in any job and therefore the importance of this process. Performing employees seek raises, better salaries and bonuses.
7. Performance Management: It is meant to help the organization train, motivate and reward workers. It is also meant to ensure that the organizational goals are met with efficiency. The process not only includes the employees but can also be for a department, product, service (or) customer process; all towards enhancing or adding value to them. Nowadays there is an automated performance management system (PMS) that carries all the information to help managers evaluate the performance of the employees and assess them accordingly on their training and needs.
8. Employee Relations: Employee retention is a nuisance with organizations especially in industries that are hugely competitive in nature. Though there are myriad factors that motivate an individual to stick to or leave an organization, but certainly few are under our control. Employee relations include Labour Law and Relations, Working Environment, Employee health and safety, Employee- Employee conflict management, Employee- Employee Conflict Management, Quality of Work Life, Workers Compensation, Employee Wellness and assistance programs, Counseling for occupational stress. All these are critical to employee retention apart from the money which is only a hygiene

factor.

All processes are integral to the survival and success of HR strategies and no single process can work in isolation; there has to be a high level of conformity and cohesiveness between the same.

2. Objectives of the study

- To study the performance training activities in Krishna District Milk Producers Mutually Aided Cooperative Union Limited.
- To access the Degree of awareness among employees on training and in Krishna District Milk Producers Mutually Aided Cooperative Union Limited.
- To know the satisfactory level and the comfortable level between the employees and superiors.
- To offer suggestion and measures to improve training.
- To know and identify whether the training and in the organization is effective, in meeting the standards of the employees.
- To identify the merits and demerits of training in Krishna District Milk Producers Mutually Aided Cooperative Union Limited.

3. Need for the study

- To effect promotion based on competence and performance.
- To assess the training needs of the employees.
- To bridge the gap between the existing performance and desired performance.
- To help each employee to understand his own strength and weaknesses.
- It provides legally defensible reason for making promotion, transfer, and reward and discharge decision.

4. Scope of the study

- The study mainly highlights on the satisfactory level of the subordinates towards their jobs.
- The study is of utmost importance with regard to the knowledge of the employee towards their jobs.
- The study deals with the evaluation of the job of the employees.
- The study of training techniques like promotion, incentives and scale of pay.

5. Methodology of the study

A. Research Design

Research design is defined as the specification of methods of producers for acquiring the information needed. It plans of organization frame for the collection of data. In general, the research designs are of these types viz. Exploratory, descriptive and casual.

B. Descriptive

Descriptive designs have that name because they described phenomena without establishment associations between factors the data may be: The behavior variables of people (or forth subjects) that are under study. The situational variable that existed is forth coming.

C. Collection of data

Primary data is collected through the schedules which consist of twenty statements. The schedule is presented to the sampled employees by investigator. Here investigator explains and gives the questionnaires to the respondents. The respondents have taken one to two days time to complete and return the filled questionnaires to the investigator. The information of the schedule of the questionnaire is kept confidential and it is used for academic purpose only.

D. Source of Data

The data for the study has been collected from various primary and secondary sources.

1) Primary Data

Primary data is collection of facts on the subject of study by the researcher. Primary data can be collected by:

- Questionnaire
- Personal Interview
- Observation
- Schedule

Of these methods questionnaire and personal interview are used.

Questionnaire:

It is a formalized set of question, which are logically and systematically arranged to collect the information useful for the purposed study. The questionnaire in this study is structured containing a limited number of questions which are easy and clear to understand. The layout of this questionnaire is framed in such a way that confusing and recording errors are minimized. The questionnaire is mainly designed to measure the effectiveness if performance training and for the executives of Krishna District Milk Producers Mutually Aided Cooperative Union Limited.

Personal Interview:

It's the systematic and face to face conversation between the interviewer and respondent to elicit information. This method is chosen because through this more information can be gathered easily. Bias is less and there is increased accuracy and information can be gathered easily.

Secondary Data:

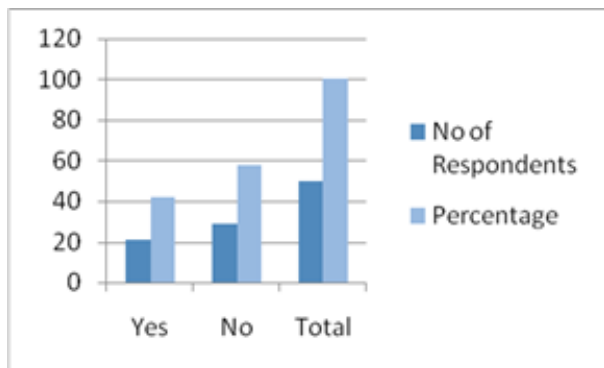
Secondary data reface to the use of information already collected and published or unpublished. The sources are: Books, Journals, Reports

A general survey on the concept of training in Krishna District Milk Producers Mutually Aided Cooperative Union Limited. Respondents are workers, supervisors, executives and managers.

6. Data analysis and interpretation

A. Opinion on necessity for any employee for developing skills

Options	No. of Respondents	Percentage
Yes	84	42
No	116	58
Total	200	100

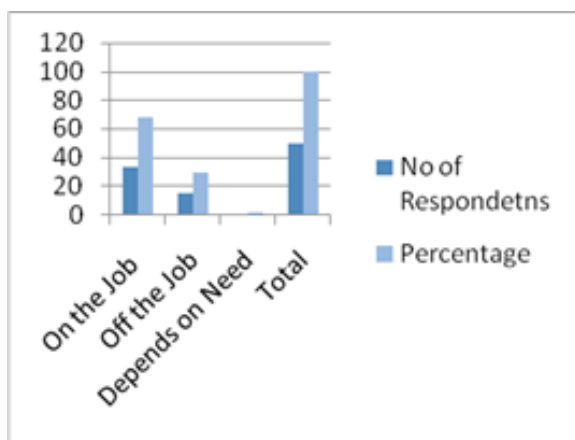


Interpretation

The above table and graph observations showed that around 58% respondents felt that training is necessary to develop skills. While 42% of the respondents felt that it is necessary to attend training program to develop skills.

B. Most suitable technique for training?

Options	No. of Respondents	Percentage
On the Job	136	68
Off the Job	60	30
Depends on Need	4	2
Total	200	100

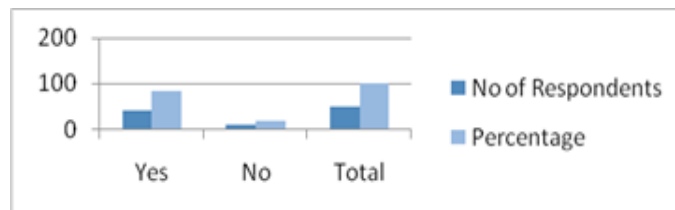


Interpretation:

The graph and table showed that 68% of the respondents found on the training method to suitable for training 30% of the respondents found off the job to be suitable and 2% found both them suitable for training.

C. Improvement in training efficiency after being trained?

Options	No. of Respondents	Percentage
Yes	164	82
No	36	18
Total	200	100

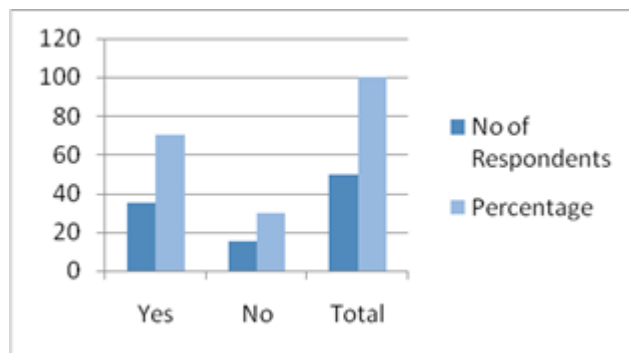


Interpretation:

From the above observation in table and graph, 82% of the employees felt that the level of improvement in working environment, 18% of the employees disagreed with the efficiency of improvement in Krishna District Mutually Aided Cooperative Union Limited.

D. Does training improve performance?

Responses	No. of Respondents	Percentage
Yes	140	70
No	60	30
Total	200	100

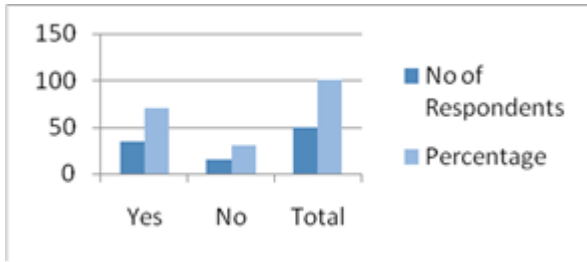


Interpretation:

This observation in the above table and graph shows that 70% agreed to have performance improvement after training whereas 30% disagreed to achieve improvement in performance after training.

E. The training is provided for short duration or long duration?

Option	No. of Respondents	Percentage
Short	172	86
Long	28	14
Total	200	100%

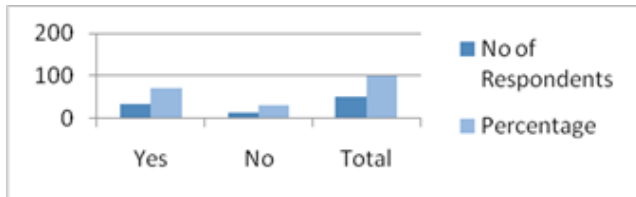


Interpretation:

In the above graph and table, 86% of the respondents received short term training, while the remaining 14% have received long duration training.

F. On what level the training is provided?

Responses	No of Respondents	Percentage
Rigorous	108	54
Smooth	92	46
Total	200	100%

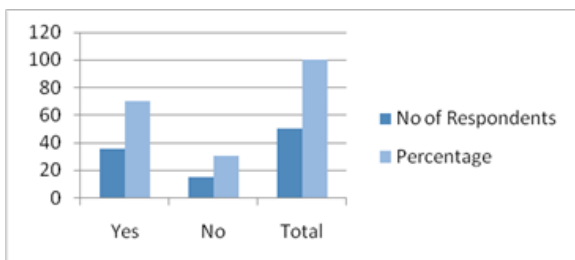


Interpretation:

In Krishna District Milk Producers Mutually Aided Cooperation Union Limited 54% of the employees have received rigorous training, whereas the remaining 46% have received smooth training approach.

G. Does the training enhance organization effectiveness?

Options	No. of Respondents	Percentage
Yes	92	46
No	108	54
Total	200	100

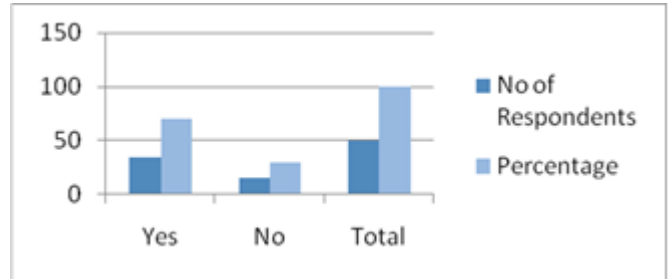


Interpretation:

The above observations in table and graph showed that 46% of the organization members have observed enhancement in organization effectiveness. The remaining 54% still felt ineffectiveness in the organization.

H. Do you get any innovative ideas during training?

Options	No. of Respondents	Percentage
Yes	112	56
No	88	44
Total	200	100%

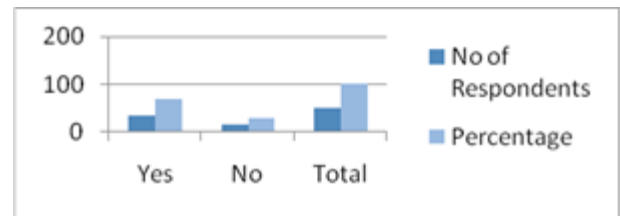


Interpretation:

The graph and table proved that 56% of the employees had innovative ideas during training whereas the remaining 44% were unable to be creative.

I. Does training enhance teamwork?

Options	No. of Respondents	Percentage
Yes	124	68
No	76	32
Total	200	100

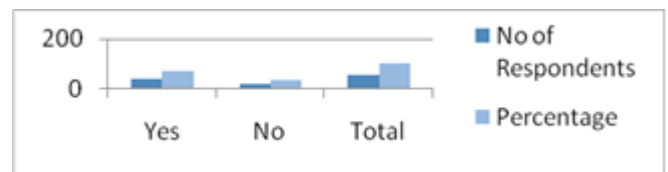


Interpretation:

The graph and table proved that 68% of the respondents found improvement in training, while the remaining 32% didn't find improvement in teamwork.

J. Opinion on adoption to new working methods?

Options	No. of Respondents	Percentage
Yes	156	78
No	44	22
Total	200	100

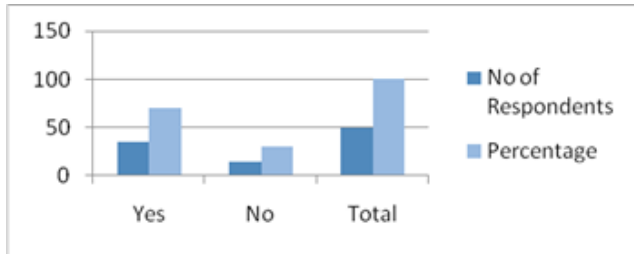


Interpretation:

The above graph and table observation showed that 78% of the respondents adopted new working methods. While 22% of the respondents followed the old working method.

K. Satisfaction with the training procedure

Options	No. of Respondents	Percentage
Yes	148	74
No	52	26
Total	200	100

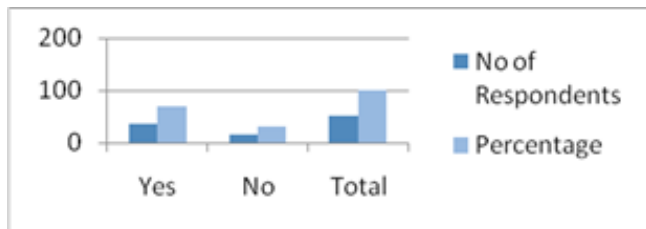


Interpretation:

Table and graph proved that 74% of the employees were satisfied with the training program. 26% of the respondent showed dissatisfaction in training program.

L. Training at whole day duration

Options	No. Of Respondents	Percentage
Yes	136	68
No	64	32
Total	200	100

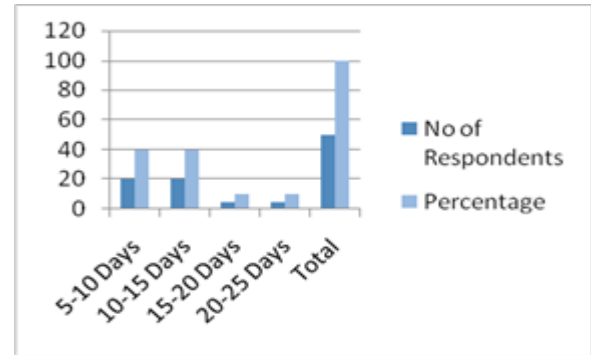


Interpretation:

The above observations in table and graph proved that 68% of the employees attend whole day training while the remaining 32% don't attend whole day training programs.

M. Duration of training process

Scale	No. of Respondents	Percentage
5-10 Days	80	40
10-15 Days	80	40
15-20 Days	20	10
20-25 Days	20	10
Total	200	100

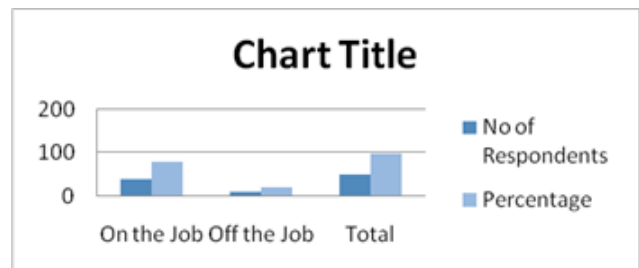


Interpretation:

The above data in table and graph showed that 40% of the respondents attended training program for a duration of 5-10 days and 10-15 days whereas 10% of the respondents went of both durations of 15-20 days and 20-25 days training program.

N. Type of training is given in organization

Scale	No. of Respondents	Percentage
On the Job	160	80
Off the Job	40	20
Total	200	100

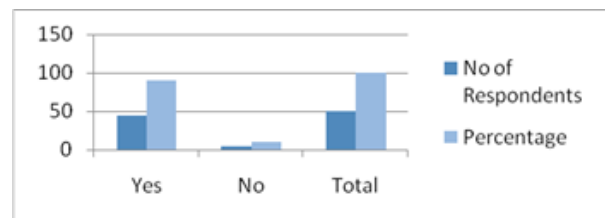


Interpretation:

The above data in table and graph shows that most of the respondents had agreed that the training is necessary for a job and a very few of them disagreed the training. And some of them i.e. 6% is not in a position to decide the training necessity.

O. Does company provide study material before the training program?

Option	No of Respondents	Percentage
Yes	180	90
No	20	10
Total	200	100

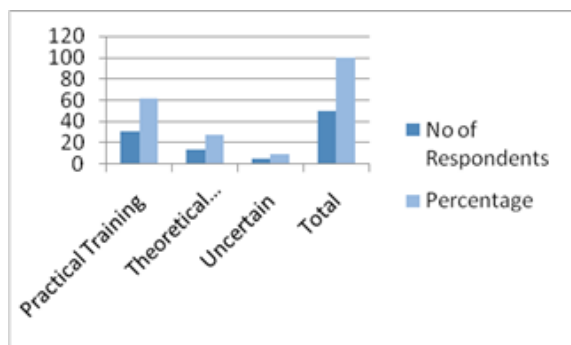


Interpretation:

The above data in table and graph shows that 90% of the respondents were provided study material prior training program while the remaining 10% didn't receive study materials.

P. Opinion on following practical training or theoretical training

Options	No. of Respondents	Percentage
Practical Training	124	62
Theoretical Training	56	28
Uncertain	20	10
Total	200	100

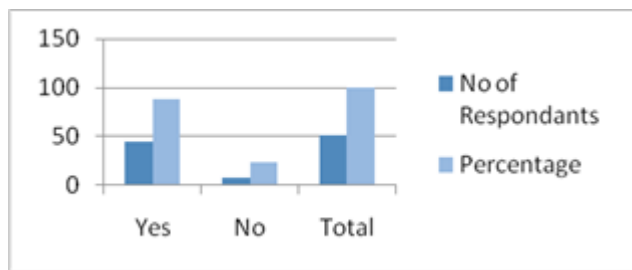


Interpretation:

The above data in table and graph 4.19 shows that 62% of the respondents followed practical training, 28% followed theoretical training and 10% were uncertain.

Q. Contribution towards safe work environment?

Scale	No. of Respondents	Percentage
Yes	176	88
No	24	22
Total	200	100



Interpretation:

The above graph and table 4.20 shows that 88% respondents followed safe work environment post training and 22% were uncertain towards safe work environment.

7. Findings

- From the sample, the study reveals that training helps to improve the skills and knowledge.
- From the sample the researcher comes to know that Training

helps to perform the job effectively. Training helps to change their behavioral aspects.

- To study the employees Training and helps to improve better work.
- To study on satisfaction on the technical training program is excellent.
- To study on highly satisfied with the training programs organize by the company.
- To study safety- Training program more from the organization.
- To reveal that the Training program is provided at right time.
- To study an organization is maintaining good Employee-Employer relationship.
- To study on T&D program to improve the Employee's performance.

8. Suggestions and conclusion

Consequent to the above observations and Findings through the responses of the employees.

The following suggestions could be made:

- Greater awareness about the objectives of the training and program must be created among the trainees at the time of their nomination for the training so that it helps the trainee easily understand and attain the objectives and goals of the program.
- Employees must be motivated to take up Training Programs regularly to update their skills and learn new technique to perform their work effectively and efficiently.
- Objectives of the training program must be in line with the need of the trainees and must be clearly explained to them and so that they can be easily attained.
- Training Program must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.
- Superior Quality of training materials and training aids provided to the trainee will increased their involvement and participation for the training which in turn help in their performances, effective communication and to enhance good relationship among co-workers.
- Trainers must extend their personal care and concern to create a friendly atmosphere and always be ready to help the trainees in difficult situation.
- Organization must take efforts to see that trainees are provided with the best of facilities bringing in new improvement with every training program.
- More importance should be given to audio visual training program.
- Training need assessment process should be unbiased and to be made transparent, based on an actual need. There should be closed interaction of the training catalyst and the trainees in a periodical interval so as to make the training inputs more effective.

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