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**A STUDY ON EFFECTIVENESS OF TRAINING AND  
DEVELOPMENT AT  
TAMIL NADU NEWSPRINT AND PAPERS LIMITED,  
KAGITHAPURAM, KARUR DISTRICT**

**SUMMER PROJECT REPORT**

Submitted to the

Faculty of Management Sciences, Anna University  
in partial fulfillment of the requirement  
for the award of the degree of  
**MASTER OF BUSINESS ADMINISTRATION**

by

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**71205631032**

October 2006

**DEPARTMENT OF MANAGEMENT STUDIES  
KUMARAGURU COLLEGE OF TECHNOLOGY  
COIMBATORE – 641 006**



DEPARTMENT OF MANAGEMENT STUDIES  
**KUMARAGURU COLLEGE OF TECHNOLOGY**  
COIMBATORE

**BONAFIDE CERTIFICATE**

Certified that this project titled “A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT AT TAMIL NADU NEWSPRINT AND PAPERS LIMITED, KAGITHAPURAM, KARUR DISTRICT” is a bonafide work of **K. MALARVIZHI (71205631032)** who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

S. PREM KUMAR

Faculty Guide

Prof. S. GANESAN

Director

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Evaluated and Viva Voce conducted on .....15.11.06.....

Examiner 1

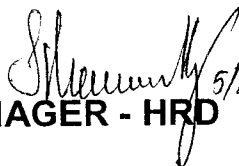
Examiner 2

HR/31/23/1092

October 5, 2006

## CERTIFICATE

This is to certify that **MS. K.MALARVIZHI, MBA.,** student of **KUMARAGURU COLLEGE OF TECHNOLOGY, COIMBATORE** has undergone **PROJECT WORK** at our **HR DEPARTMENT** from **10.07.2006 to 19.08.2006.**

  
5/10/06  
**MANAGER - HRD**

To

Ms. K. Malarvizhi  
Kumaraguru College of Technology  
Coimbatore.

## ACKNOWLEDGEMENT

The first step towards success is to dream and I would like to thank His Excellency **Dr. A.P.J. Abdul Kalam, President, Republic of India** for reemphasizing this golden path.

Dream though has go hand in hand with execution and I would like to thank **Dr. Joseph V Thanikal, Principal Kumaraguru College of Technology, Coimbatore** who gave us the scope and infrastructure to the project.

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I would like to thank **S.Ramamurthy, Chief Manager** and all the staff members who have helped throughout the course of the project work.

Above all, I thank **Almighty** and **my family** for giving me the grace and constant support in successfully completing this project to the best of my ability.

**K.MALARVIZHI**

DEDICATED  
TO MY  
BELOVED MOTHER

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## EXECUTIVE SUMMARY

Training is the process of increasing knowledge and skills for doing a particular job. The researcher has taken the project titled, "A Study on Effectiveness Of Training And Development activities in TNPL, Kagithapuram, Karur District" to know the employees training and development activities in Tamilnadu Newsprint and Papers Limited. This will provide some valuable information about the company. Training aims at influencing the attitude, behaviour and performance of the trainee.

Training is a practical and initial necessity it enables employees to develop and rise within the organization and increases their market value earning power and job security. It helps the newly recruited employees to be productive in a minimum amount of time. Even for the experienced workers, it is necessary to refresh and enable them to keep up with new methods, techniques, new machines and equipment for doing the work. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee.

The primary data was collected from 75 respondents using undisguised structured questionnaire using disproportionate stratified sampling. The collected data were analyzed by using simple percentage analysis. Conclusion and suggestions are given based on findings and recommendations.



## **1.2 OBJECTIVES OF THE STUDY**

1. To learn about the training programming for the employee (both technical & non- technical)
2. To find out the level of awareness about the objectives and needs among the employees.
3. To identify the employees opinion towards training activities provided by TNPL.
4. To study the practical applicability and the effectiveness of training programmes.
5. To learn the programme infrastructure and modality of input transfer.

## **1.3 SCOPE OF THE STUDY**

Training programming is the corner stone of management for it makes employees more effective and productive. It is an integral part of whole management programmes with all its many activities functionally interrelated. The study aims to learn the administration of the training programming infrastructure evaluation, practical applicability, training aids from the survey of the respondent trainees.

## **1.4 METHODOLOGY**

### **1.4.1 TYPE OF RESEARCH :**

Since the present study of research is connected with the employees, there is necessary for the researcher to go for descriptive research design. Descriptive research design is the one that describes the demographic characteristics of the employees. It is typically concerned with which something occurs or how two variables vary together.

### **1.4.2 SAMPLING DESIGN :**

To suggest suitable measures for improving the existing programme seventy five respondents were identified from 225 employees by using simple random sampling method at TNPL. The researcher selected 75 samples from the personnel department

## **1.5 TYPE OF STUDY**

### **1.5.1 DATA COLLECTION :**

Personnel study can be conducted by two types of data collection methods. They are Primary and secondary data. In the present study the researcher collected primary data through the closed ended questionnaire by conducting personal interview. The secondary data is obtained from records, files, brochures of organization.

### **1.5.2 TOOLS ANALYSIS :**

In the study the researcher followed simple percentage method. The employees were selected on the basis of simple random sampling techniques. Statistical techniques like tabulation, bar chart, pie chart, chi-square test are used in this study.

## **1.6 LIMITATIONS**

1. The study cannot cover all the employees of the organization.
2. Resources required to complete training, which are non existent or insufficient.
3. Some employees hesitate to give correct answer due to certain company norms.

## **1.7 CHAPTER SCHEME**

The first chapter deals with the introduction, background of the study, objectives and limitations of the study.

The second chapter deals with the organization profile, history of the organization, structure, product and market profile, description of various functional areas

The third chapter deals with macro-micro analysis which deals with the prevailing economic scenario with respect to industry selected for the study.

The fourth chapter deals with the data analysis and interpretation.

The last chapter deals with main findings of the study. based on the findings certain suggestions are also recommended to the company followed by conclusion.

## CHAPTER 2

### ORGANISATION PROFILE

#### 2.1. HISTORY OF THE ORGANIZATION

##### ESTABLISHMENT :

Government of Tamil Nadu promoted TAMIL NADU NEWSPRINT AND PAPERS LIMITED- popularly known as TNPL- for the manufacturer of newsprint, printing and writing papers using bagasse as the primary raw material. The late Chief Minister of Tamil Nadu Dr. M.G.R has inaugurated the TNPL in 1986. Bagasse is a weak fibrous material left after the extraction of juice from the sugarcane and is normally burnt as in house fuel in the sugar mill boiler to generate steam and power. It is the first commercial bagasse based newsprint project in Asia and in the world.

##### LOCATION :

TNPL is located at Kagithapuram in Karur District of Tamil Nadu about 400kms south west of Chennai. The location has advantages in terms of nearest to sugar mills selling bagasse, proximity to River Cauvery for supplying water, access to broad gauge track for transportation of coal and there is also a well-developed road infrastructure.

##### CAPITAL :

The initial capital outlay was RS.239 crores. For expansion 1995, the World Bank rendered direct loan assistance of US \$ 75 million. The expansion's capital outlay was RS.585 crores. It increased its production capacity in 2002-2003 with the capital cost of RS.15 crores. TNPL started with an initial capacity of 90,000 tonnes per annum in 1986. The capacity was doubled to 1,80,000 tonnes per annum in 1996. To enhance the productivity and utilize the resources optimally. TNPL has upgraded the plant in 2003 and enhanced capacity to 2,30,000 tonnes per annum. Today, TNPL is the largest and most modern plant in India in a single location.

The company has two of the fastest new generation paper machine. The paper machine supplied by Beloit Walmsely has an installed capacity of 1,00,000 tpa and as per machine supplied by Voith has an installed capacity of 1,30,000 tpa as on date. Together they can produce 750 tonnes of paper and newsprint a day. These machines can deliver a substance ranging from 40 to 90 grammage.

The machine is equipped with a metered size press, which facilitates the production of value-added products. Both the paper machine are equipped with shoe press, latest stat-of-art supplied by Voith, Germany. TNPL has a full-fledged finishing house for the mechanized conversation of reels into sheets to deliver a high quality of finished product. The installation of two of the world best known automated, online sheeting and packing machinery namely Bielomatik cutter with a cut –pack capacity of 50 td, ECH-cutter with a cut pack capacity of 100 td has elevated TNPL’s paper conversation facility to international standards.

## **BAGASSE AS RAW MATERIAL:**

TNPL uses bagasse as the primary raw material. By using around 8,00,000 Mts of bagasse per annum for production of newsprint and printing and writing paper. TNPL avoids deforestation of about 30,000 acres of land every year the wood used for manufacture of paper is sourced from social forestry schemes. The chemical consumption is less in bagasse pulping compared to wood. TNPL’s treated effluent water completely complies with the norms of the pollution control board. The treated effluent water is used to irrigate 1500 acres of land abutting the factory.

The main raw materials used by the company are bagasse and hardwood. The company procured wood from Tamil Nadu Forest Plantation Corporation (TAFCORN). TNPL has entered into a tie-up with five sugar mills to produce bagasse on substitution basis. Sugar mills normally use most of the bagasse internally as fuel for generation of process of steam. Under the agreement the TNPL has installed its own coal, lignite fired boilers at the premises of sugar mills as also suitable fuel and handling system and



other auxiliaries. The company operates the offsite boilers by supplying coal / lignite and by employing its own operating personnel. The sugar mills release bagasse to the company at an agreed ratio based on the steam supplied by the company's offsite boilers. The company also tied up with five more sugar mills to produce bagasse on fuel exchange basis.

## 2.2. MANAGEMENT

### ADMINISTRATION

#### BOARD OF DIRECTORS

Thiru Shaktikanta Das, I.A.S	Chairman
Thiru S. Ramasundaram, I.A.S. (Held additional charge as Chairman and Managing Director from 8.8.05 to 17.5.06)	
Thiru V. Murthy, I.A.S.	Managing Director
Thiru K. Gnanadesikan, I.A.S.	Director
Thiru Sandeep Saxena, I.A.S.	Director
Thiru R.S. Agarwal	Director
Thiru R.R. Bhandari	Director
Thiru N. Kumaravelu	Director
Thiru G. Prabhakara	Director
Thiru A. Velliangiri	Director (Finance)

#### **Registered Office:**

67, Mount Road, Guindy – 600 032

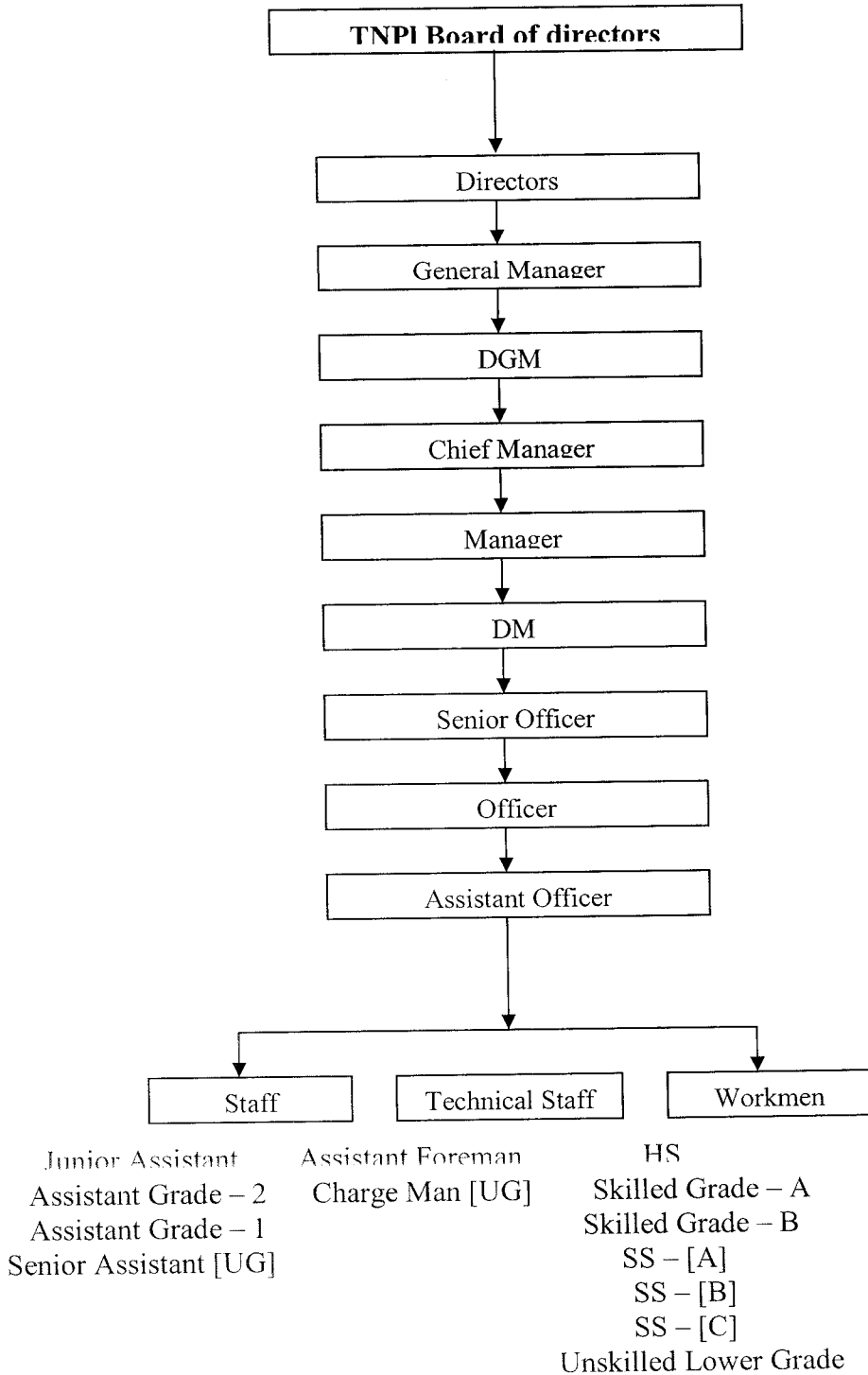
#### **Factory:**

Kagithapuram-639 136, Karur District, Tamilnadu.

#### **Auditors:**

Maharaj N.R. Suresh & Co.Chartered Accountants  
New No.9, Old No.5, II Lane ,II Main Road, Trustpuram, Kodambakkam  
Chennai – 600 024

## 2.3 ORGANIZATIONAL STRUCTURE



## 2.4. PRODUCTS PROFILE AND MARKET POTENTIAL

Papermaking process:

### **Improvements in materials and processes:**

In 1800 a book was published that launched development of practical methods for manufacturing paper from wood pulp and other vegetable pulps. Several major pulping processes were gradually developed that relieved the paper industry of dependency upon cotton and linen rags and made modern large-scale production possible. These developments followed two distinct pathways. In one, fibres and fibre fragments were separated from the wood structure by mechanical means and in the other, the wood was exposed to chemical solution that dissolved and removed lignin and other wood components, leaving cellulose fibre behind. Made by mechanical methods, ground wood pulp contains all the components of wood and this is not suitable for papers in which high.

A sheet of paper composed only of cellulose fibre (“waterleaf”) is water absorbent. Hence, water-based inks and other aqueous liquids will penetrate and speed in it. Impregnation of the paper with various substances that retrace such wetting and penetration called sizing. Before 1800, paper sheets were sized by impregnation with animal glue or vegetable gums an expensive and tedious process. In 1800 Moritz Friedrich Illig in Germany discovered that paper could be sized involves with rosin and alum. Although Illig published his discovery in 1807, the method did not come into wide use for about 25 years.

### Papermaking

Formation of a matted or felted sheet, usually of cellulose fibres, from water suspension on a wire screen. Paper is the basic material used for written communication and the dissemination of information. In addition, paper and paperboard provide materials for hundreds of other uses, such as wrapping, packaging, toweling, insulating and photography.

## MARKET POTENTIAL:

TNPL have internal and external market for its products. For internal market, they mainly concentrate South and North region. Their export market includes countries like Australia, Egypt, Jordan, Kenya and Nigeria.

The demand for printing and writing paper was stable in the domestic market during the year. One price increase of Rs 1000/- per MT was effected from 1.4.2003 however, the prices in the international market softened since July 2003 till February 2004 in the meantime, softwood and hardwood pulp prices started hardening due to improved demand and lower inventory. Consequently the printing and writing paper prices started firming up from February/March 2004. This trend is likely to continue throughout the year.

During the year the Government of India has reduced exports incentives for newsprint and writing paper from 4% to 3% and increased the incentive for cut size papers and sheets to 9% with effect from 14<sup>th</sup> September 2004. TNPL Company has exported 41264 Mts of Printing and Writing paper during the year to 25 countries.

## **2.5 COMPETITIVE STRENGTH OF THE COMPANY**

With the closer integration of the Indian economy with the global economy, the performance of the Indian paper Industry is getting increasingly linked to the trends in international paper prices, demand and supply. It is therefore necessary the mills produce Newsprint and Printing and Writing paper on a competitive basis. In the Indian Paper industry continues to be plagued by the lack of 'Level playing field' in every activity. The major issues confronting the Indian Paper Industry are: Wide diverse structure of the country, Low economies of scale, Obsolescent technology, Low capacity utilization, High cost of raw materials and Emerging Global Competition.

India, with 16% of the world population, consumes only 1.2% of global paper and board output. The per capita consumption of 5.5 Kg is far below the global average of 54 Kg. An average growth rate of 5-6% in demand for the next five years is

anticipated. The capacity additions during 2005-06 are estimated to less than 1.00 lakh Mts. With the increase in exports and increase in consumption in the domestic market, the additional production can be absorbed without difficulties. The outlook for Printing & Writing Paper is good. Newsprint demand in the developed markets is expected to be flat. The newsprint price may be stable in the range of USD 620-650 per MT during the year.

TNPL will continue its focus on Printing and Writing paper. TNPL will strive to increase the exports to 45,000 Mts during 2005-06. In tune with the market trend, TNPL has increased the newsprint prices by Rs.1000 per Mt with effect from 01.04.2005 and the printing and writing paper prices by Rs.1000-1600 per Mt in the domestic market and USD 30 per Mt in the export market effective from 01.04.2005.

## **2.6 FUTURE PLAN OF ACTION**

- ✓ TNPL plans to increase the installed capacity of the mill from the current level of 2,30,000 tpa to 2,45,000 after the ongoing MDP.
- ✓ Continuous improvements of product quality on par with market demands and requirements.
- ✓ Continuous improvement of process and products to customer satisfaction.
- ✓ Continuous improvement of mechanical bagasse pulping process by establishing the AMPM process.
- ✓ Exploring alternative raw materials for Papermaking.

## **2.7 DESCRIPTION OF VARIOUS FUNCTIONAL AREAS**

### **PERSONNEL DEPARTMENT :**

TNPL continues its HR efforts of providing developmental inputs to the employees through structured training programmes to develop their knowledge, skills and attitudes in compliance with ISO 9001: 2000 Standards. "On the job" training was imparted to 123 employees on the areas like Distributed Control System (DCS),

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Refining, Fabric, Dry end controls, Winding Techniques and Packing by engaging our Internal Trainers.

## **CORPORATE GOVERNANCE :**

The institute of Company Secretaries of India (ICSI), New Delhi has conferred on TNPL, the “ICSI National Award for Excellence in Corporate Governance” for the year 2004 in the category of public sector. This prestigious National Award is given every year to one company in public sector and two companies in the private sector by ICSI. For the year 2004, the Jury headed by Hon’ble Justice Shri B N Kirpal, Former Chief Justice of India has selected TNPL, as the winner of the Award in the Public Sector category.

The Award has been conferred on TNPL in recognition of the Company’s application of best management practices, compliance of law in true letter and spirit and adherence to ethical standards for effective management and distribution of wealth and discharge of social responsibility for sustainable development of all stakeholders.

## **MARKETING MANAGEMENT:**

The market for Newsprint and Printing & Writing Paper is intensely competitive. As newsprint price is highly cyclical and uneconomical, the company has reduced the newsprint production to 4% of the total production. TNPL is gradually reducing its dependence on Cream wove and increasing the production of Value Added Products. TNPL is a consistent player in exports with around 20% of total production exported to 21 countries around the world.

## **OPERATIONS MANAGEMENT:**

During the year, the paper machines were shut for 58 machine days due to water shortage causing a production loss of 19658 Mts. Despite this adverse factor, the

company has produced 196241 Mts of Newsprint and Printing and Writing Paper registering a capacity utilization of 85.47%. The Newsprint Production was restricted to 7708 Mts against 11581 Mts and 20496 Mts in the previous two years. Their production was 188533 Mts against 170634 Mts in the previous year. The flexibility in manufacturing Newsprint and Printing and Writing Paper has always been made use of for improving the profitability.

## **RESEARCH AND DEVELOPMENT MANAGEMENT:**

Product development and product improvement are the priority areas under the R&D activities. TNPL R&D is equipped with state-of-art equipments so as to design and develop products that suits the ever increasing demands of the market. R&D has also put a continuous thrust on developing alternative raw material for papermaking. The commercial, economic and technical suitability of Wild sugarcane as an alternative to bagasse is being studied as a CESS funded project. Improvement in hardwood pulp production could be achieved through R&D studies. The increased exports of Copier and Hitech Maplitho bear testimony to the R&D efforts on product development.

## CHAPTER - 3

### MACRO MICRO ECONOMIC ANALYSIS

The Indian Paper Industry ranks 15<sup>th</sup> among the global producers. The Indian Paper Industry is highly fragmented with over 600 units with capacity ranging from 3 tpd to 700 tpd. Total installed capacity is 6.70 Million tons. The production is around 5.52 Million tons. The top 12 players with a capacity of over 100000 Mts per annum account for a production of 2 Million tons, equivalent to 36% of total production. The industry turnover is estimated as Rs 15000 Crores. The contribution to the exchequer is Rs.2500 Crores. The per capita consumption is 5.5 kg against the Asian Average of 45 kg and the World average of 54 kg. The demand growth in the last 3 years is 5.47%.

With the economic growth and the increase in the literacy rate, the per capita consumption is likely to reach 8 kg by the year 2010. Due to entry barriers (raw material shortages, high capital cost and strict environment regulations) no Green Field Project is in the offing. The "A" grade mills are upgrading their production capacity with cleaner technology. The "B" Grade Mills with de-linking pulping facilities are emerging as competitors to "A" Grade mills in certain segments. As the Paper Industry is highly capital intensive and capital turn over ratio is very low, the industry requires proper nurture, care and support from the Government.

With the liberalization process initiated in the year 1991, the Indian Paper Industry is open to the competition from the global players. Imports are freely allowed. In the Union Budget 2005-06, the import duty on paper has been lowered to 15%. The import duty on Newsprint is retained at 5%. Total imports during 2004-05 was 9 lakh Mts. This includes Newsprint of 7.5 lakh Mts. The IPMA member mills have exported 2.30 lakh Mts during 2004-05.

The Printing and Writing paper production was at an all time high at 188533 Mts. The Newsprint production was 7708 Mts. The overall Capacity Utilization was 85.47% despite stoppage of paper machines for 58 machine days due to water



shortage. Sales and other income peaked at an all-time high of Rs. 698.45 Crores in the previous year. The sales also includes export of power to the state grid valuing at Rs. 29.27 Crores. TNPL has achieved zero stock of Newsprint and Printing and Writing paper at the end of the year. Exports were at an all time high, at 41264 Mts compared to 30098 Mts in the previous year. The exports are expected to go up further in the current year. The Networth has increased to Rs. 464.74 Crores. The book value per share works out to Rs. 66.74.

## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

This chapter deals with the percentage analysis of data collected and interpretation is done based on statistical chi-square test.

**TABLE – 4.1**

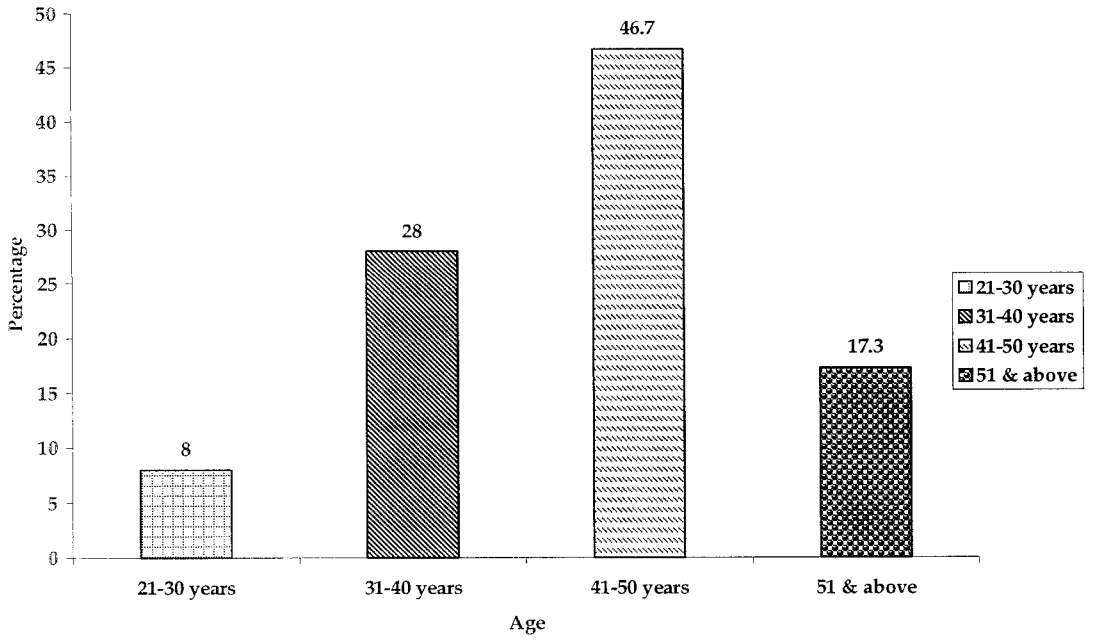
#### **Distribution Of Respondents By Their Age**

<b>Age</b>	<b>No of Respondents</b>	<b>Percentage</b>
21-30 years	6	8.0
31-40 years	21	28.0
41-50 years	35	46.7
51 & above	13	17.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

#### **INFERENCE :**

From the table 4.1 it is clear that 46.7% of the respondents are between 41-50 years, 28% of the respondents are between 31-40 years, 17.3% of the respondents are between 51 and above and 8% of the respondents are between 21-30 years.

# AGE



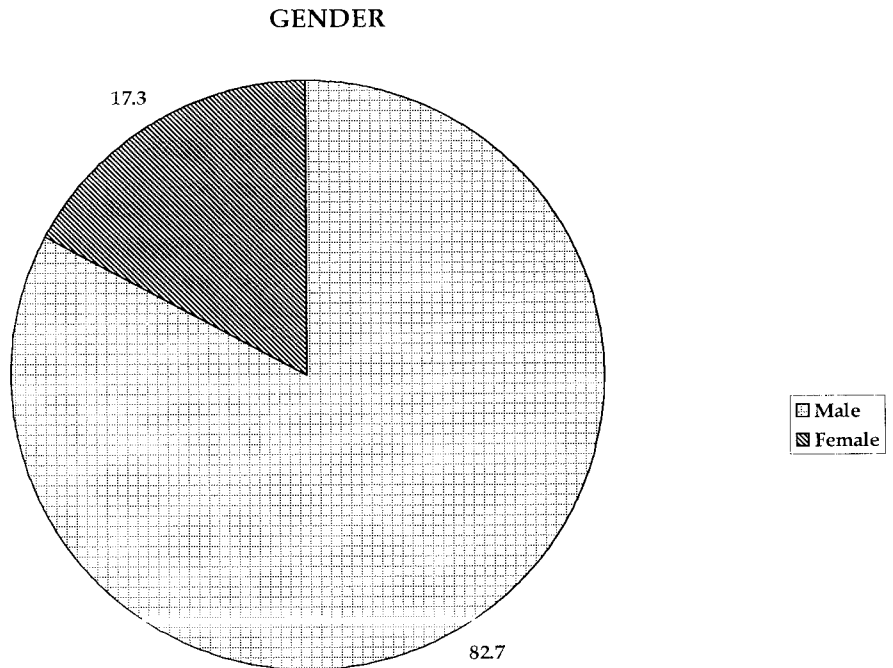
**TABLE – 4.2**

**Distribution Of Respondents By Their Gender**

<b>GENDER</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Male	62	82.7
Female	13	17.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE:**

From the table 4.2 it is clear that 82.7% of the respondents are male and 17.3% of the respondents are female.



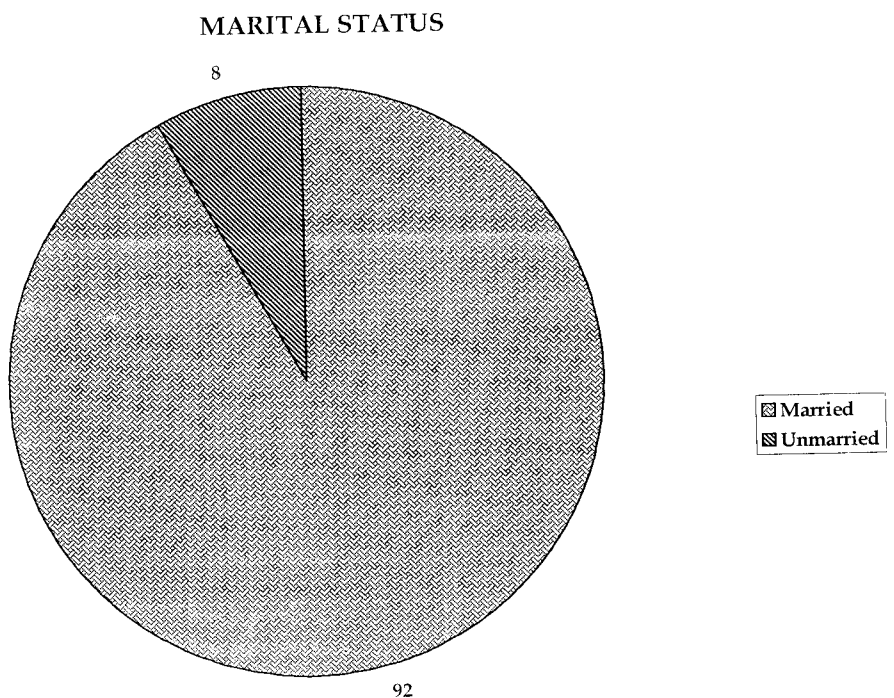
**TABLE – 4.3**

**Distribution of Respondents By Their Marital Status**

<b>Marital Status</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Married	69	92.0
Unmarried	6	8.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.3 it is clear that 92% of the respondents are married and 8% of the respondents are not married.



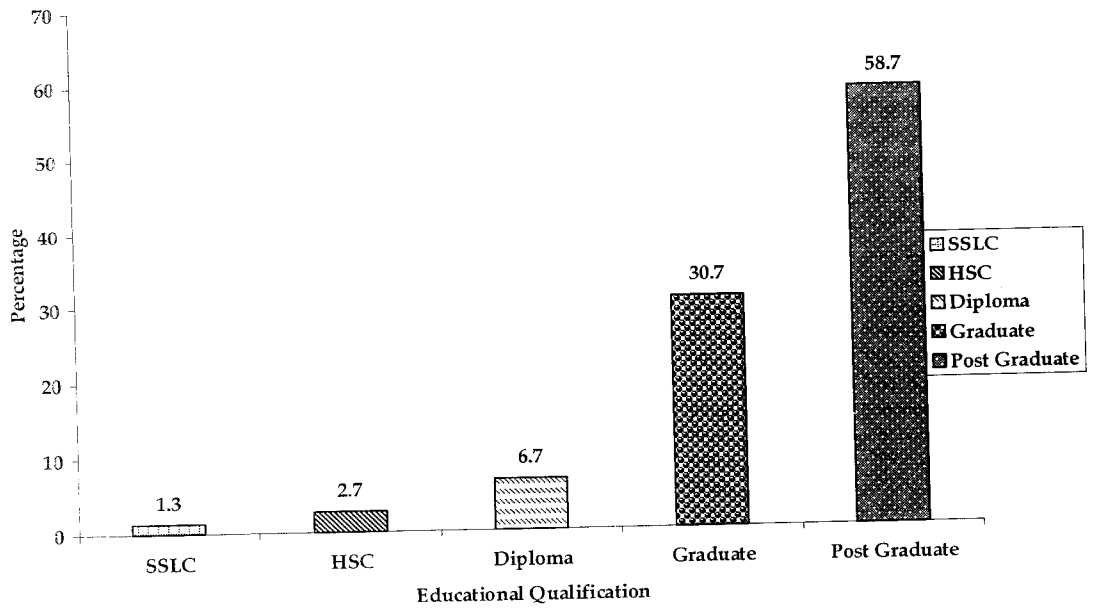
**TABLE – 4.4****Distribution Of Respondents By Their Educational Qualification**

<b>Educational Qualification</b>	<b>No Of Respondents</b>	<b>Percentage</b>
SSLC	1	1.3
HSC	2	2.7
Diploma	5	6.7
Graduate	23	30.7
Post Graduate	44	58.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.4 it is clear that 58.7% of the respondents are Post Graduate,30.7% of the respondents are Graduate,2.7% of the respondents are HSC and 6.7% of the respondents are diploma holders.

# EDUCATIONAL QUALIFICATION



**TABLE – 4.5****Distribution Of Respondents By their Experience**

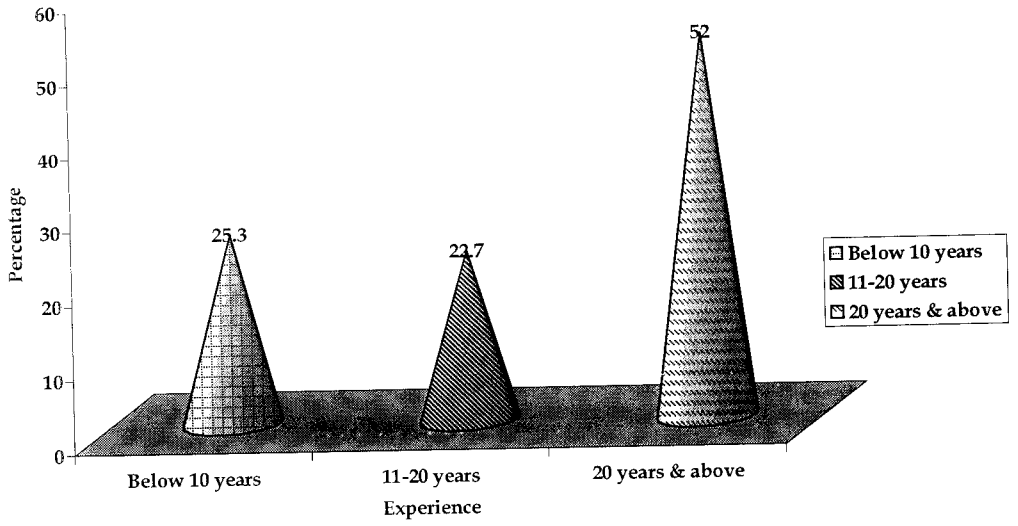
<b>Experience</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Below 10 years	19	25.3
11-20 years	17	22.7
20 years & above	39	52.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.5 it is clear that 52% of the respondents are having experience between 20 years and above, 25.3% of the respondents are having experience below 10 years and 22.7% of the respondents are having experience between 11-20 years.



# EXPERIENCE



**TABLE -4. 6**

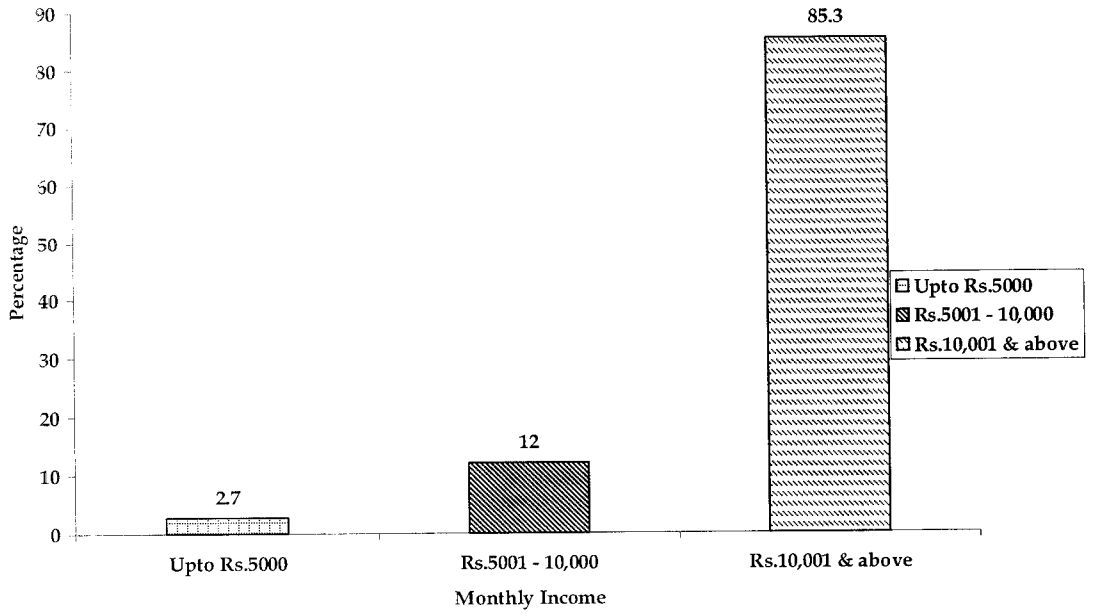
**Distribution Of Employees By Their Monthly Income**

<b>Monthly Income</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Upto Rs.5000	2	2.7
Rs.5001 -- 10,000	9	12.0
Rs.10,001 & above	64	85.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.6 it is clear that 85.3% of the respondents earn Rs.10,001 and above,12% of the respondents earn Rs.5001-10,000 and 2.7% of the respondents earn Rs.5000.

# MONTHLY INCOME



**TABLE – 4.7**

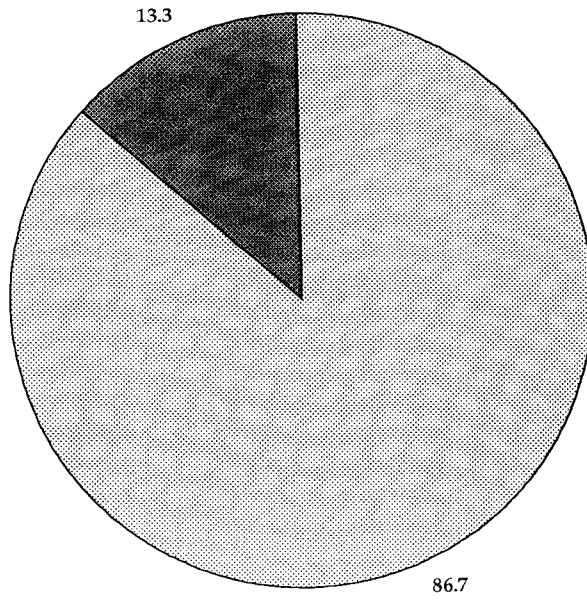
**Distribution Of Respondents On The Basis Of Their Company  
Evolves Need Based Training**

<b>Training Programmes</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	65	86.7
No	10	13.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.7 it is clear that 86.7% of the respondents say that the company is conducting need based training program and 13.3% of the respondents say that the company is not conducting need based training programme.

# THE COMPANY CONDUCTING NEED BASED TRAINING PROGRAMMES



Yes  
 No

**TABLE – 4.8****Distribution Of Respondents By Their Interest in attending Training programmes**

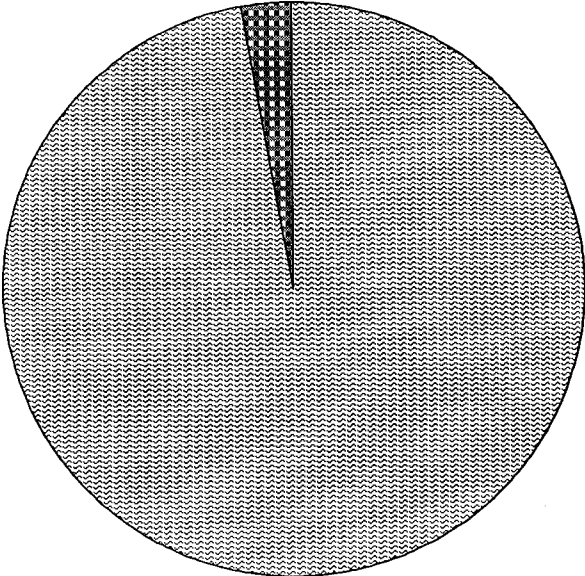
<b>Training Programmes</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	73	97.3
No	2	2.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.8 it is clear that 97.3% are interested in attending training Programmes and 2.7% are not interested in attending training programmes.

INTERESTED IN ATTENDING TRAINING PROGRAMMES

2.7



97.3

Yes  
No

**TABLE – 4.9****Distribution Of Respondents Opinion Regarding The Environment At  
The Training area**

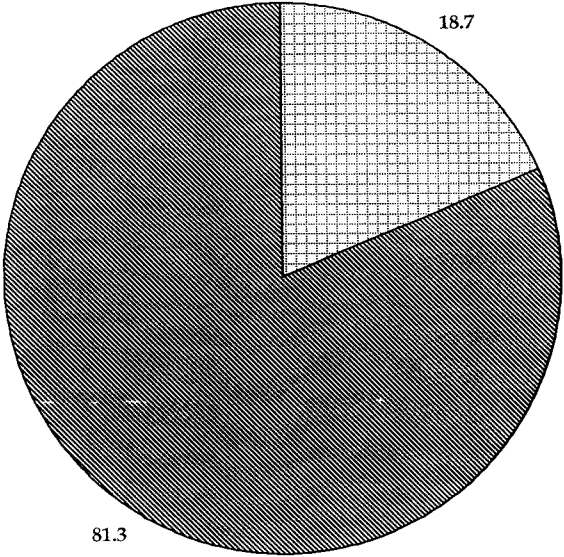
<b>Environment Training</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Very good	14	18.7
Good	61	81.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.9 it is clear that 81.3% of the respondents say , the environment at the training area is good and 18.7% of the respondents say , the environment at the training area is very good.



THE ENVIRONMENT AT THE TRAINING IS THE ENVIRONMENT  
AT THE TRAINING IS



Very good  
Good

**TABLE – 4.10**

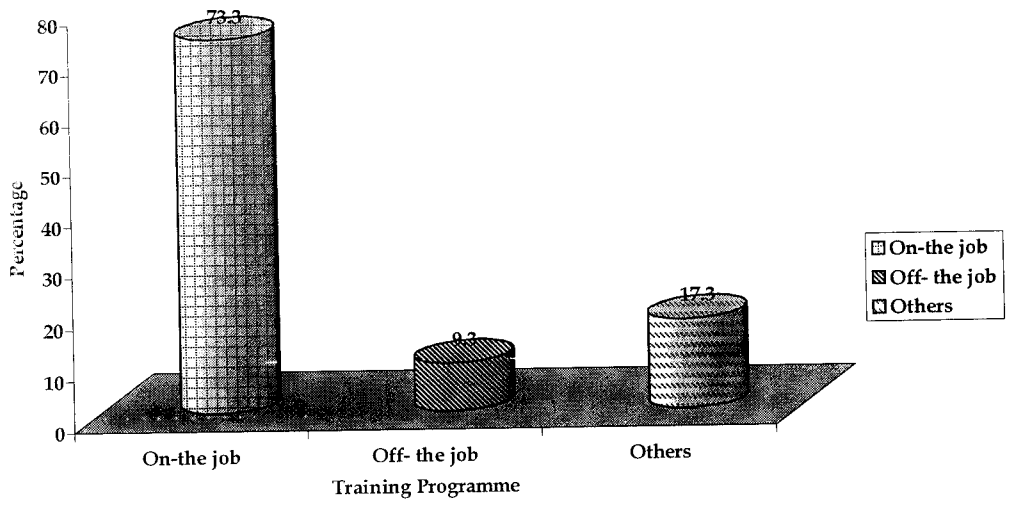
**DISTRIBUTION OF RESPONDENTS BY THEIR TYPE OF TRAINING**

<b>TYPE OF TRAINING</b>	<b>NO OF RESPONDENTS</b>	<b>Percentage</b>
On-the job	55	73.3
Off- the job	7	9.3
Others	13	17.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.10 it is clear that 73.3% of the respondents are on-the job,9.3% of the respondents are off-the job and 17.3% of the respondents are other.

# TYPE OF TRAINING PROGRAMME IS SUITABLE FOR TNPL PERSONNEL



**TABLE – 4.11**

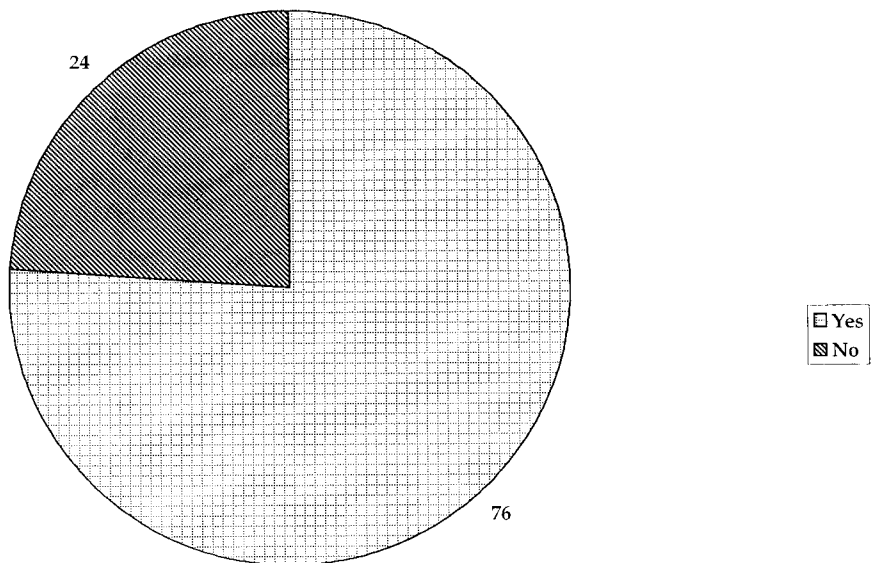
**DISTRIBUTION OF RESPONDENTS BY THEIR TRAINING PROGRAMME INLINE WITH PRESENT WORK**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	57	76.0
No	18	24.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.11 it is inferred that 76% say, the training programme is inline with present work and 24% say, the training programme is not inline with present work.

**TRAINING PROGRAMME INLINE WITH YOUR PRESENT WORK**



**TABLE – 4.12**

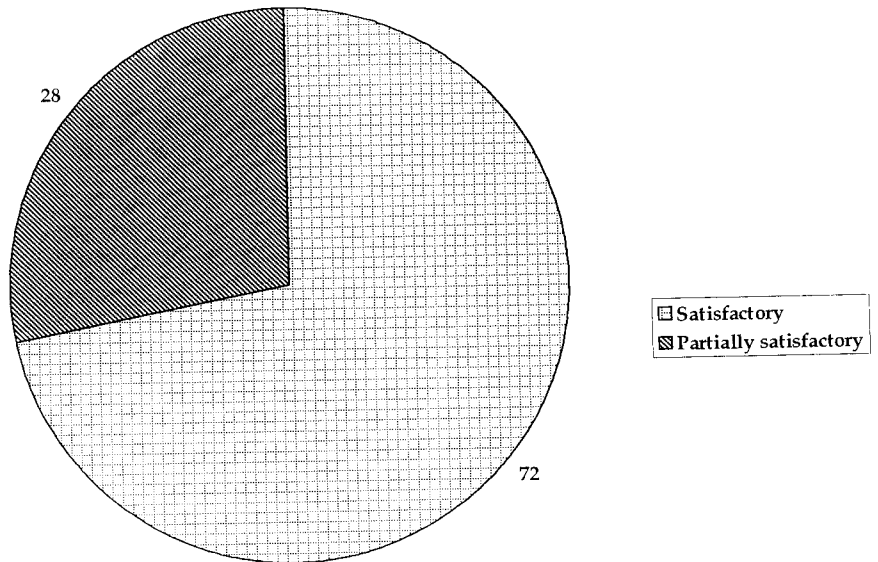
**DISTRIBUTION OF RESPONDENTS BY THEIR DURATION OF THE PROGRAMME**

<b>Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Satisfactory	54	72.0
Partially satisfactory	21	28.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.12 it is inferred 72% of the respondents are satisfied with the duration programme and 28% of the respondents are partially satisfied with the duration of the programme.

**THE DURATION OF THE PROGRAMME**



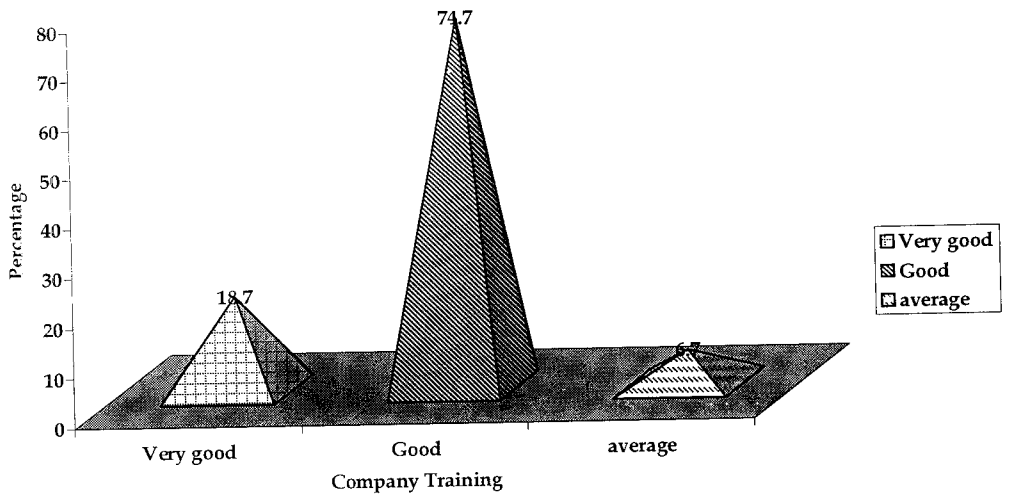
**TABLE – 4.13****DISTRIBUTION OF RESPONDENTS BY THEIR  
TRAINERS/FACULTIES/ GUIDES ENGAGED BY THE  
COMPANY**

<b>Company Training</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Very good	14	18.7
Good	56	74.7
Average	5	6.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.13 it is inferred 74.7% of the respondents say their trainers, faculties and guides engaged are good, 18.7% of the respondents say very good and 6.7% say average.

# THE TRAINERS/FACULTIES/ GUIDES ENGAGED BY THE COMPANY TRAINING



**TABLE – 4.14**

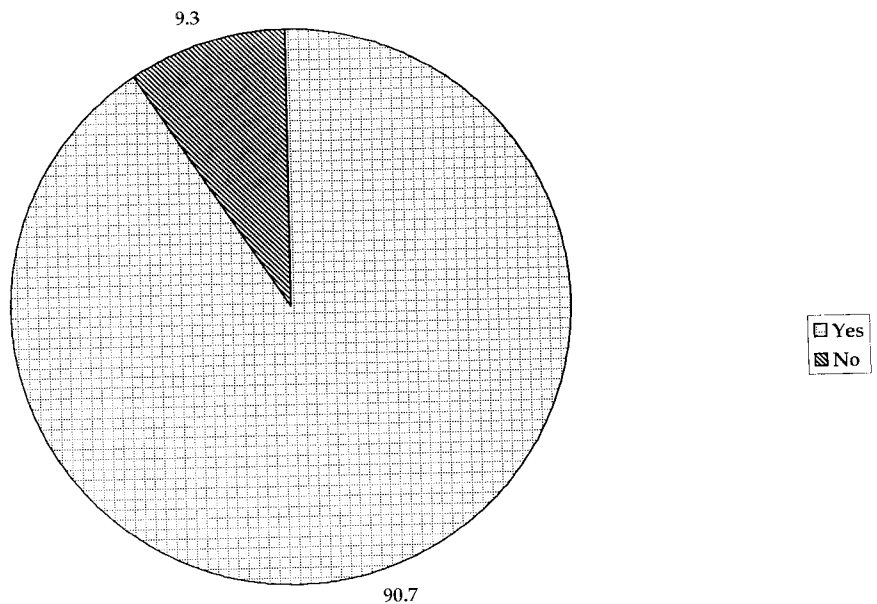
**DISTRIBUTION OF RESPONDENTS BY THEIR TRAINING  
MANUAL**

<b>Training Manual</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	68	90.7
No	7	9.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.14 it is inferred that 90.7% of the respondents say, the training manual is useful and 9.3% of the respondents say, the training manual is not useful.

**THE TRAINING MANUAL**





**TABLE – 4.15**

**DISTRIBUTION OF RESPONDENTS BY THEIR SAFETY TRAINING REDUCE ACCIDENTS**

<b>Safety Training</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	75	100.0

**INFERENCE :**

From the table 4.15 it is inferred that everybody say the safety training reduce accidents.

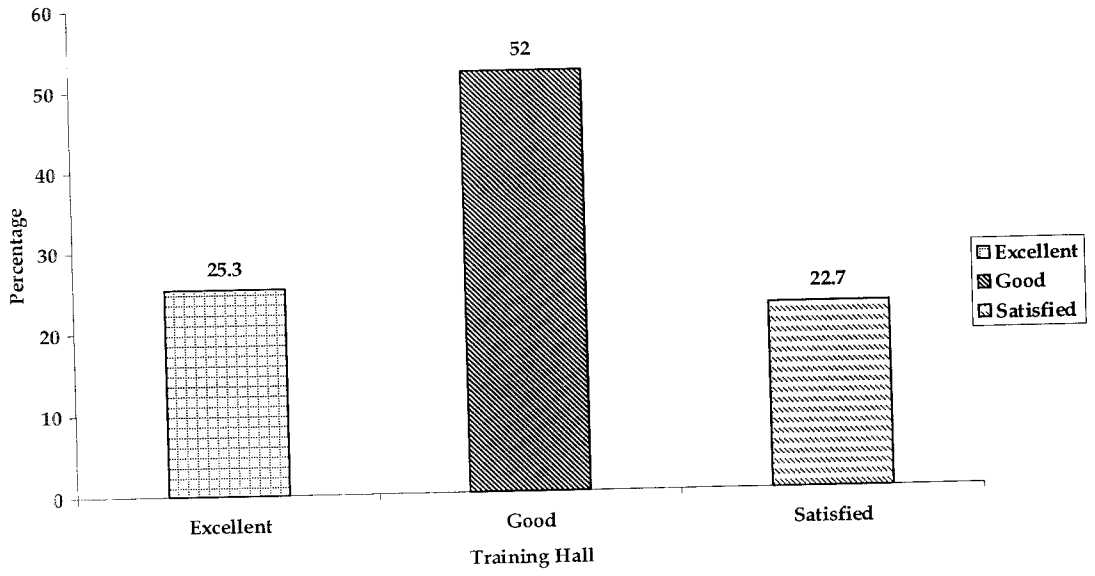
**TABLE – 4.16****DISTRIBUTION OF RESPONDENTS BY THEIR  
INFRASTRUCTURE AVAILABLE IN THE TRAINING HALL IS  
ADEQUATE**

<b>Training Hall</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Excellent	19	25.3
Good	39	52.0
Satisfied	17	22.7
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.16 it is inferred that 52% of the respondents say the infrastructure available in the training hall is excellent, 25.3% of the respondents say the infrastructure available is excellent and 22.7% of the respondents say the infrastructure available in the training hall is satisfied.

# INTRASTRUCTURE AVAILABLE IN THE TRAINING HALL IS A ADEQUATE



**TABLE – 4.17**

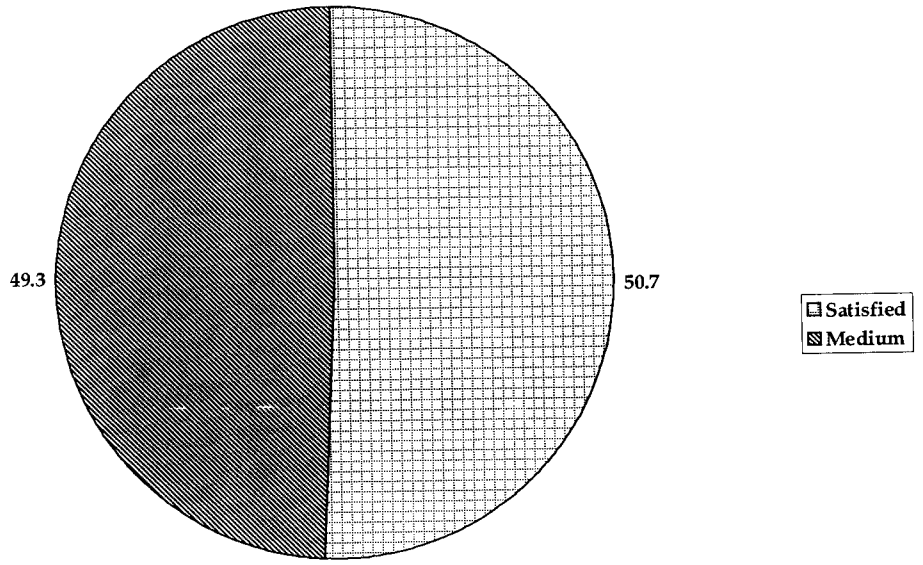
**DISTRIBUTION OF RESPONDENTS BY THEIR WORK INVOLVEMENT HAS FURTHER DEVELOPED AFTER THE TRAINING PROGRAMME**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Satisfied	38	50.7
Dissatisfied	37	49.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.17 it is inferred that 50.7% of the respondents say the work involvement has further developed after the training programme and 49.3% of the respondents say the work involvement has not developed after the training programme.

THE WORK INVOLVEMENT HAS FURTHER DEVELOPED AFTER  
THE TRAINING PROGRAMME



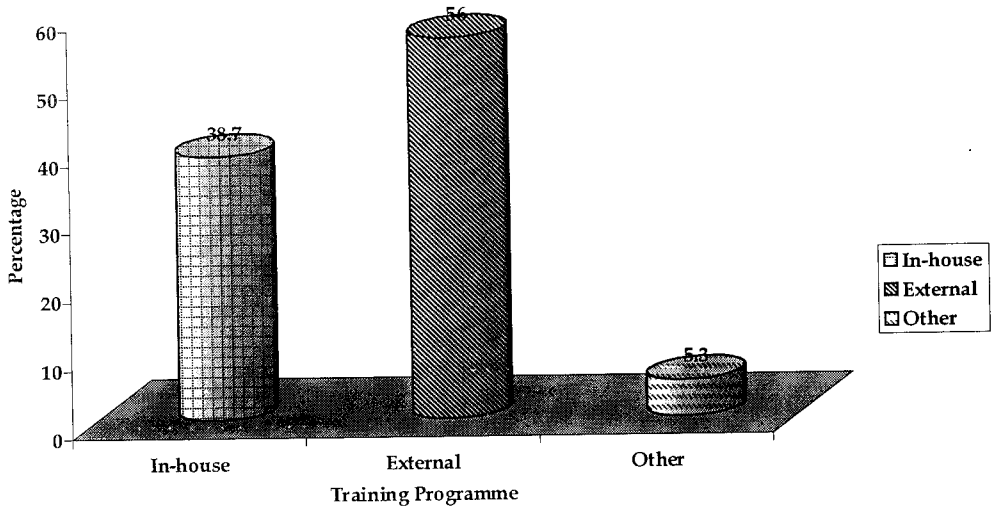
**TABLE – 4.18****DISTRIBUTION OF RESPONDENTS BY THEIR TRAINING PROGRAMME**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
In-house	29	38.7
External	42	56.0
Other	4	5.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.18 it is inferred that 56% of the respondents are external,38.7% of the respondents are in-house and 5.3% of the respondents are other.

# TRAINING PROGRAMME ARE CONDUCTED



**TABLE – 4.19****DISTRIBUTION OF RESPONDENTS BY THEIR THE OPINIONS  
AND FEEDBACK MADE ARE NOTED**

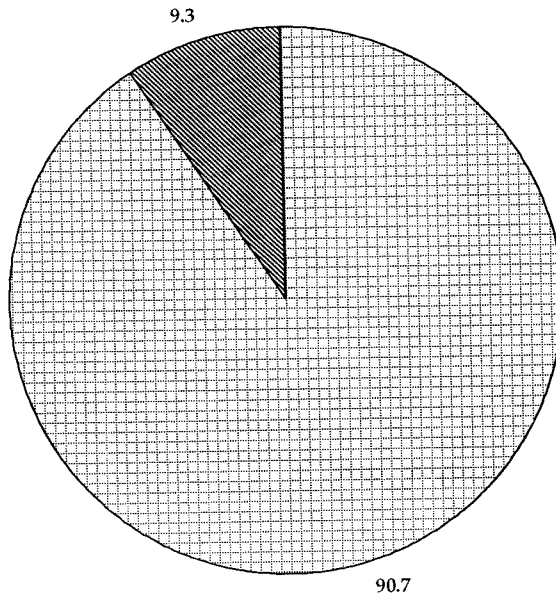
<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	68	90.7
No	7	9.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.19 it is inferred that 90.7% of the respondents say the opinions and feedback made are noted by HR department and 9.3% of the respondents say the opinions and feedback are not noted by HR department.



THE OPINIONS AND FEEDBACK MADE ARE NOTED BY HR DEPARTMENT



Yes  
No

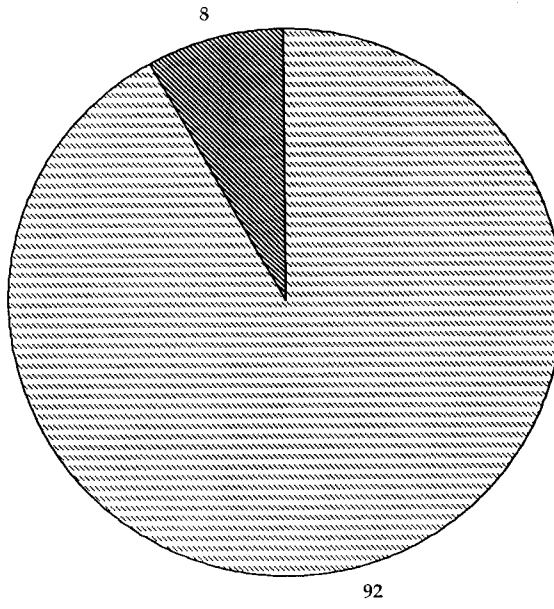
**TABLE – 4.20****DISTRIBUTION OF RESPONDENTS BY THEIR TRAINING  
CREATE INTERPERSONAL RELATIONSHIP**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Yes	69	92.0
No	6	8.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From the table 4.20 it is inferred that 92% of the respondents say their training create interpersonal relationship and 8% of the respondents say their training does not create interpersonal relationship.

# THE TRAINING MAKES YOU TO CREATE INTERPERSONAL RELATIONSHIP



Yes  
 No

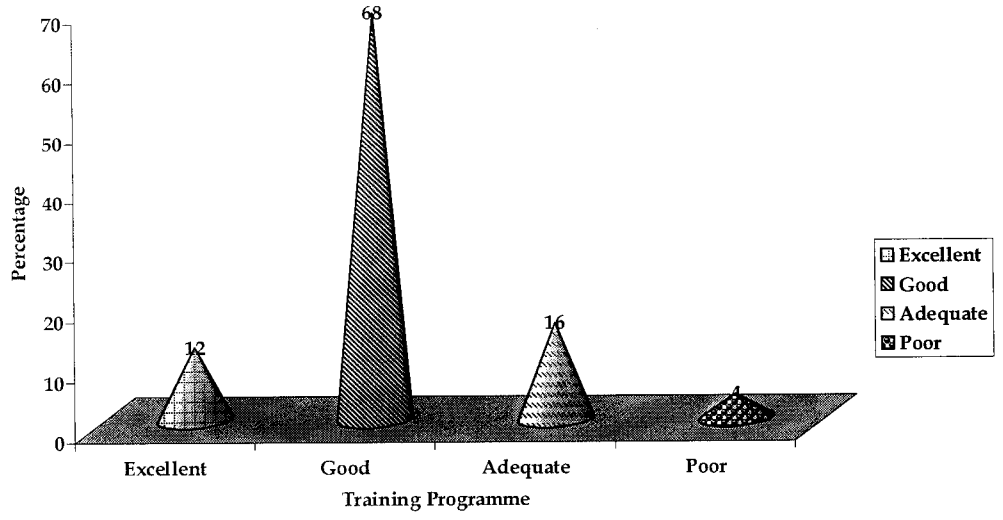
**TABLE – 4.21****DISTRIBUTION OF RESPONDENTS BY THEIR OPPORTUNITIES TO DEVELOP THROUGH TRAINING**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Excellent	9	12.0
Good	51	68.0
Adequate	12	16.0
Poor	3	4.0
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE:**

From table 4.21 it is inferred that 68% of the respondents say opportunities to develop through training are good,16% of the respondents say opportunities to develop through training is adequate,12% of the respondents say opportunities to develop through training say excellent and 4% of the respondents say opportunities to develop through training is poor.

# OPPORTUNITIES FOR DEVELOPING THROUGH TRAINING



**TABLE -4. 22**

**DISTRIBUTION OF RESPONDENTS BY THEIR SAFETY  
AWARENESS OBTAINED AFTER ATTENDING  
SAFETY TRAINING**

<b>Training Programme</b>	<b>No Of Respondents</b>	<b>Percentage</b>
Satisfied	59	78.7
Dissatisfied	16	21.3
<b>Total</b>	<b>75</b>	<b>100.0</b>

**INFERENCE :**

From table 4.22 it is inferred that 78.7% of the respondents say the safety awareness obtained after attending safety training are satisfied and 21.3% of the respondents say the safety awareness obtained after attending safety training are dissatisfied.

**SAFETY AWARENESS OBRAINED AFTER ATTENDING SAFETY TRAINING**

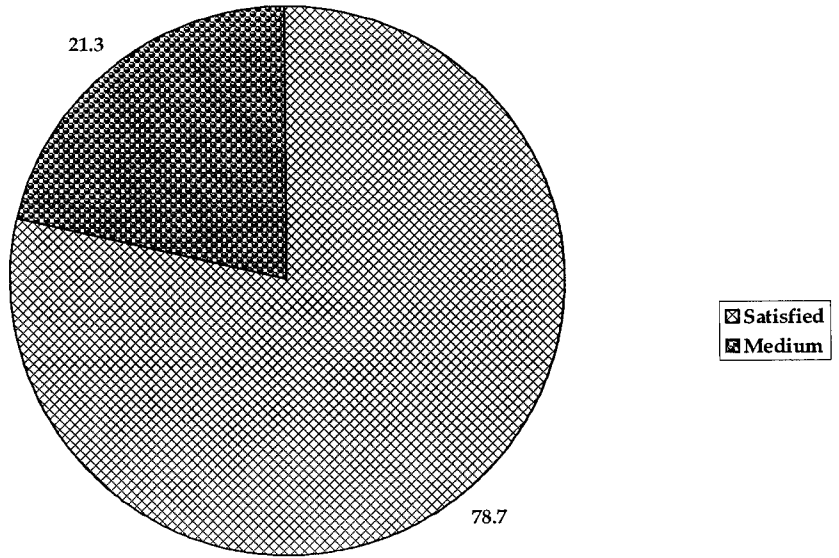


TABLE 4.23

## AGE OF RESPONDENTS INFLUENCE OVER OPPORTUNITIES FOR DEVELOPING THROUGH TRAINING USING CHI-SQUARE TEST :

To analyse the influence of age over opportunities for developing through training chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Age has no influence over Opportunities for developing through training.

### Age \* Opportunities for developing through training

		Opportunities for developing through training is				Total
		Excellent	Good	Adequate	Poor	
Age	21-30 years	1	3	2	0	6
	31-40 years	2	15	4	0	21
	41-50 years	3	24	5	3	35
	51 & above	3	9	1	0	13
Total		9	51	12	3	75

### Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.517(a)	.583
No of Valid Cases	75	

The above table shows that the age does not influence the opportunities for developing through training.



**TABLE 4.24**

**EDUCATIONAL QUALIFICATION OF RESPONDENTS INFLUENCE  
OVER WORK INVOLVEMENT AFTER ATTENDING TRAINING  
PROGRAMME USING CHI-SQUARE TEST:**

To analyse the influence of educational qualification of respondents over work involvement after attending training programme chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: educational qualification has no influence over work involvement after attending training programme.

**Educational Qualification \* Whether the work involvement has further developed after the training programme?**

		Whether the work involvement has further developed after the training programme?		Total
		Satisfied	Medium	
Educational Qualification	SSLC	1	0	1
	HSC	2	0	2
	Diploma	3	2	5
	Graduate	11	12	23
	Post Graduate	21	23	44
Total		38	37	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.322(a)	.506
No of Valid Cases	75	

The above table shows that the educational qualification does not influence the work involvement after attending training programme.

**TABLE 4.25**

## **EXPERIENCE OF RESPONDENTS INFLUENCE IN ATTENDING TRAINING PROGRAMMES USING CHI-SQUARE TEST:**

To analyse the influence of experience of respondents in attending training programme chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: experience has no influence in attending training programme.

**Experience \* Are you interested in attending training programmes?**

		Are you interested in attending training programmes?		Total
		Yes	No	
Experience	Below 10 years	18	1	19
	11-20 years	17	0	17
	20 years & above	38	1	39
Total		73	2	75

### **Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	.961(a)	.619
No of Valid Cases	75	

The above table shows that the experience does not influence in attending the training programme.

**TABLE 4.26****AGE OF RESPONDENTS INFLUENCE OVER THE DURATION OF THE PROGRAMME USING CHI-SQUARE TEST :**

To analyse the influence of age of respondents over the duration of the programme chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: age has no influence over the duration of the programme.

**Age \* How was the duration of the programme?**

		How was the duration of the programme?		Total
		Satisfactory	Partially satisfactory	
Age	21-30 years	4	2	6
	31-40 years	15	6	21
	41-50 years	24	11	35
	51 & above	11	2	13
Total		54	21	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.318(a)	.725
No of Valid Cases	75	

The above table shows that the age does not influence the duration of the programme.

**TABLE 4.27**  
**AGE OF RESPONDENTS INFLUENCE OVER THE**  
**TRAINERS/FACULTIES/GUIDES ENGAGED BY THE COMPANY**  
**USING CHI-SQUARE TEST:**

To analyse the influence of age of respondents over the trainers/faculties/guides engaged by the company chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: age has no influence over the trainers/faculties/guides engaged by the company .

**Age \* The trainers/faculties/ guides engaged by the company training are**

		The trainers/faculties/ guides engaged by the company training are			Total
		Very good	Good	average	
Age	21-30 years	1	5	0	6
	31-40 years	5	15	1	21
	41-50 years	5	26	4	35
	51 & above	3	10	0	13
Total		14	56	5	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.477(a)	.747
No of Valid Cases	75	

The above table shows that the age does not influence the trainers/faculties/guides engaged by the company.

**TABLE 4.28****AGE OF RESPONDENTS INFLUENCE OVER THE TRAINING MANUAL USING CHI-SQUARE TEST:**

To analyse the influence of age of respondents over the training manual chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: age has no influence over the training manual.

**Age \* Was the training manual useful to you**

		Was the training manual useful to you		Total
		Yes	No	
Age	21-30 years	4	2	6
	31-40 years	19	2	21
	41-50 years	32	3	35
	51 & above	13	0	13
Total		68	7	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.447(a)	.142
No of Valid Cases	75	

The above table shows that the age does not influence the training manual.

**TABLE 4.29**

**AGE OF RESPONDENTS INFLUENCE OVER  
INFRASTRUCTURE AVAILABLE IN THE TRAINING HALL IS  
ADEQUATE USING CHI-SQUARE TEST:**

To analyse the influence of age of respondents infrastructure available in training hall is adequate chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: age has no influence over infrastructure available in training hall.

**Age \* Intrastructure available in the training hall is adequate?**

		Intrastructure available in the training hall is a adequate?			Total
		Excellen t	Good	Satisfied	
Age	21-30 years	1	3	2	6
	31-40 years	4	15	2	21
	41-50 years	10	14	11	35
	51 & above	4	7	2	13
Total		19	39	17	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2- sided)
Pearson Chi-Square	6.700(a)	.350
No of Valid Cases	75	

The above table shows that the age does not influence the infrastructure available in training hall.

**TABLE 4.30**  
**AGE OR RESPONDENTS INFLUENCE OVER THE WORK INVOLVEMENT AFTER ATTENDING TRAINING PROGRAMME USING CHI-SQUARE TEST:**

To analyse the influence of age of respondents over the work involvement after attending training programme chi-square test was conducted at 5% significance level.

For this purpose the following hypothesis is formulated.

H1: age has no influence over the work involvement after attending training programme.

**Age \* Whether the work involvement has further developed after the training programme?**

		Whether the work involvement has further developed after the training programme?		Total
		Satisfied	Medium	
Age	21-30 years	3	3	6
	31-40 years	10	11	21
	41-50 years	18	17	35
	51 & above	7	6	13
Total		38	37	75

**Chi-Square Tests**

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	.140(a)	.987
No of Valid Cases	75	

The above table shows that the age does not influence the work involvement after attending training programme.

## CHAPTER 5

### CONCLUSION

#### 5.1 RESULTS AND DISCUSSIONS :

The researcher found that 46.7% of the respondents are between 41-50 years,28% of the respondents are between 31-40 years,17.3% of the respondents are between 51 and above and 8% of the respondents are between 21-30 years.

The researcher found that 82.7% of the respondents are male and 17.3% of the respondents are female.

It is clear that 58.7% of the respondents are Post Graduate,30.7% of the respondents are Graduate,2.7% of the respondents are HSC and 6.7% of the respondents are diploma holders.

It is clear that 86.7% of the respondents say that the company is conducting need based training program and 13.3% of the respondents say that the company is not conducting need based training programme.

It is clear that 97.3% are interested in attending training programmes and 2.7% are not interested in attending training programmes.

The researcher that 73.3% of the respondents are on-the job,9.3% of the respondents are off-the job and 17.3% of the respondents are other.

It is found that the age does not influence the opportunities for developing through training.

The researcher found that the educational qualification does not influence the work involvement after attending training programme.

It clear that the experience does not influence in attending the training programme.

The researcher found that everybody say the safety training reduce accidents.



## 5.2 CONSIDERED RECOMMENDATIONS:

1. A brief introduction about the objectives and needs of the programme should be explained to the trainees for better understanding and effective participation.
2. The quality of session wise training programme effectiveness can be improved.
3. The workers must be able to apply what they have learned during the training programme in their work.
4. It is suggested to improve training aids.
5. The respondents who have perceived low training programme effectiveness can be taken a sample for an in depth analysis and the reasons for the low training programme effectiveness could be found and improved.
6. Research study can be done exclusively for technical staffs to find their perception of training programme effectiveness.
7. The company should make slight changes to improve the training activities.
8. Training programme may be linked with some incentive so that the trainees interest is aroused in training programme.
9. Training programme may be linked with promotion as motivation for the employees.
10. Training programmes have to be given importance to technical grade of employees, on the other hand it is very much effective on the part on non-technical level of employees working in the company.

**A QUESTIONNAIRE TO EMPLOYEES REGARDING  
TRAINING AND DEVELOPMENT PROGRAMMES AT  
TAMILNADU NEWSPRINT AND PAPERS LIMITED**

1. Name
2. Age :
- |                 |                          |                |                          |
|-----------------|--------------------------|----------------|--------------------------|
| a) 21-30 years  | <input type="checkbox"/> | b) 31-40 years | <input type="checkbox"/> |
| (c) 41-50 years | <input type="checkbox"/> | d) 51 & above  | <input type="checkbox"/> |
3. Gender :
- |         |                          |           |                          |
|---------|--------------------------|-----------|--------------------------|
| a) Male | <input type="checkbox"/> | b) Female | <input type="checkbox"/> |
|---------|--------------------------|-----------|--------------------------|
4. Marital status :
- |            |                          |              |                          |
|------------|--------------------------|--------------|--------------------------|
| a) Married | <input type="checkbox"/> | b) Unmarried | <input type="checkbox"/> |
|------------|--------------------------|--------------|--------------------------|
5. Designation :
6. Educational Qualification :
- |                  |                          |             |                          |
|------------------|--------------------------|-------------|--------------------------|
| a) SSLC          | <input type="checkbox"/> | b) HSC      | <input type="checkbox"/> |
| c) Diploma       | <input type="checkbox"/> | d) Graduate | <input type="checkbox"/> |
| e) Post Graduate | <input type="checkbox"/> |             |                          |
7. Department :
8. Experience :
- |                     |                          |                |                          |
|---------------------|--------------------------|----------------|--------------------------|
| a) Below 10 years   | <input type="checkbox"/> | b) 11-20 years | <input type="checkbox"/> |
| c) 20 years & above | <input type="checkbox"/> |                |                          |
9. Monthly Income :
- |                      |                          |                   |                          |
|----------------------|--------------------------|-------------------|--------------------------|
| a) Upto Rs.5000      | <input type="checkbox"/> | b) Rs.5001-10,000 | <input type="checkbox"/> |
| c) Rs.10,001 & above | <input type="checkbox"/> |                   |                          |

10. Is the company conducting need based training programmes?  
a) Yes  b) No
11. Are you interested in attending training programmes?  
a) Yes  b) No
12. The environment at the training is  
a) Very good  b) Good   
c) Poor  d) Very poor
13. What type of training programme is suitable for TNPL personnel?  
a) On-the job  b) Off-the job   
c) Others
14. Was the training programme inline with your present work?  
a) Yes  b) No
15. How was the duration of the programme?  
a) Satisfactory  b) Partially satisfactory   
c) Unsatisfactory
16. The trainers/faculties/guides engaged by the company training are  
a) Very good  b) Good   
c) Below average  d) average
17. Was the training manual useful to you?  
a) Yes  b) No
18. Do you think that a better safety training reduce accidents?  
a) Yes  b) No

19. Infrastructure available in the training hall is adequate?

a) Excellent

b) Good

c) Satisfied

20. Whether the work involvement has further developed after the training programme?

a) Satisfied

b) Medium

c) Dissatisfied

21. Training programmes are conducted through

a) In-house

b) External

c) Other

22. Whether the opinions and feedback made are noted by HR Department?

a) Yes

b) No

23. Do the training makes you to create interpersonal relationship?

a) Yes

b) No

24. Opportunities for developing through training is

a) Excellent

b) Good

c) Adequate

d) Poor

25. Is Safety awareness obtained after attending safety training?

a) Yes

b) No

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