A STUDY ON THE EFFECTIVENESS OF TRAINING PROGRAMME AT SRF LTD, VIRALIMALAI

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

T.HELEN ADAIKALA MAJALLA
71205631017

October 2006
DEPARTMENT OF MANAGEMENT STUDIES
KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE - 641006

DEPARTMENT OF MANAGEMENT STUDIES
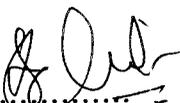## KUMARAGURU COLLEGE OF TECHNOLOGY
COIMBATORE

BONAFIDE CERTIFICATE

Certified that this project titled 'A STUDY ON THE EFFECTIVENESS OF

TRAINING PROGRAMME AT SRF LTD,VIRALIMALAI' is the

bonafide work of **Ms. T.HELEN ADAIKALA MAJALLA (71205631017)**

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.

Faculty Guide

Prof. S. GANESAN
Director

Evaluated and viva-voce conducted on....13.11.2006.................................

Examiner I

Examiner II

DECLARATION

I hereby declare that the dissertation entitled " *A STUDY ON THE EFFECTIVENESS OF TRAINING PROGRAMME AT SRF LTD, VIRALIMALAI*" submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and the dissertation has not formed the basis for the award of any other Degree, Associate ship, Fellowship or any other similar titles.
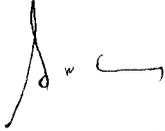
**Signature of the Student
With date**

07.08.2006

CERTIFICATE

This is to certify that Ms. T. Helen Adaikala Majalla, First year MBA student of Kumara guru college of Technology, Coimbatore District underwent Summer Projects at our division at Viralimalai for a period from 01.07.2006 to 05.08.2006.

We wish her all success in her professional life.

For SRF LIMITED,

S. Meenakshisundaram
Chief Manager – Accounts.

DEDICATED
TO MY
BELOVED PARENTS

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The researcher has taken the project titled "A STUDY ON THE EFFECTIVENESS OF TRAINING PROGRAMME AT SRF LTD, VIRALIMALAI", to know the employees training and development activities. Training is acquisition of knowledge and skills, often manual, for a particular job. The objective of training is to achieve a change in the behaviour of those trained. In this study training effectiveness refers to the evaluation of training programme in the following areas namely objectives and needs, session wise, programme infrastructure evaluation, practical applicability, training aids, general satisfaction of programme, etc. Training needs have been carefully assessed through detailed dialogue with potential trainees.

A successful training programme presumes that sufficient care has to be taken to discover areas in which it is needed most and to create the necessary environment for its conduct. To suggest suitable measures for improving the existing programme fifty respondents were identified from the universe of 221 employees by using simple random sampling method at SRF Ltd. Various tests such as T-test, Chi square test and F-test were used for the analysis. On the whole, the study shows that the training programmes have to be given importance to technical grade of employees. On the other hand, it is very much effective on the part of non – technical level of employees working in the company.

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INTRODUCTION

BACKGROUND TO STUDY:

Training helps the newly recruited employees to be productive in minimum amount of time. For the experienced workers also, it is necessary to refresh and enable them to keep up with new methods, techniques, new machines and equipment for doing the work. Thus training is not a one step process, but it is a continuous or never ending process. Every organization need to have well trained and experienced people to perform the activities that have to be done, if the current or potential job occupants can meet their requirement, training is not important. But when this is not the case, it is necessary to raise the skill level and to increase the versatility and adaptability of employees.

A programme of training becomes essential for meeting the specific problems of a particular organization arising due to the introduction of new lines of productions, changes in design of the quality of material process, individual adjustments, job and personal changes and changes in the volume of business. The ultimate purpose of organizational training programmes is to enhance overall organizational effectiveness.

OBJECTIVES OF THE STUDY:

The study is conducted with the following objectives:

1. To learn about the training programme for the employee (both technical and non technical) at SRF.

2. To find out the level of awareness about the objectives and needs among the employees.

3. To learn the programme infrastructure and modality of input transfer.

5. To find out the influence of selected personal characteristics Viz age, years of experiences and the level of satisfaction of the respondents over the various dimensions of the training programme.

SCOPE OF THE STUDY:

Training programming is the corner stone of management for it makes employees more effective and productive, it is actively and intimately connected with all the technical and non-technical activities. It is an integral part of the whole management programme with all its activities functionally inter – related.

The study aims to learn the administration of the training programme, infrastructure evaluation, practical applicability and training aids from the survey.

METHODOLOGY:

TYPE OF STUDY:

The study assumes the characteristics of descriptive research. The study helps to understand the characteristics of a group in a given situation, think systematically about aspects in a given situation, offer ideas for further research and help to make certain simple decisions.

DATA COLLECTION:

The study relies on both primary and secondary data. The primary data was collected through a specially designed interview schedule. The secondary data consists of the files and records of the organization, books, journals and internet sources.

respondents were identified from the universe of 221 employees by using simple random sampling method at SRF Ltd.

TOOLS OF ANALYSIS:

The data collected were carefully analyzed and processed. Using SPSS statistical test such as T test, chi-square and F-test were applied to interpret the data to draw meaningful interfaces.

LIMITATIONS OF STUDY:

1. Access to all in each department was not possible since it was beyond the reach of the researcher due to lack of time.

2. Methods like direct observation when the trainees were on the job and   measurement of productivity was not possible.

CHAPTER SCHEME:

The study is reported in five chapters.

The first chapter discusses the background to study, objectives, scope, limitations and methodology of study which includes type of study, data collection and tools of analysis.

The second chapter discusses about the organization profile that includes the history of organization, management, organization structure, products profile and market potential, competitive strength of the company, future plans and the description of various functional areas.

The fourth chapter deals with data analysis and interpretation.

The fifth chapter deals with the results and discussions and considered recommendations.

ORGANIZATION PROFILE

HISTORY OF ORGANISATION:

In 1970's SRF was promoted by Delhi Cloth Mills (DCM) .The various branches of SRF such as the Nylon Tyre Cord Fabric plant was commissioned at Chennai, Nylon Engineering Plastics was introduced at Chennai, Fishnet Twines was introduced at Chennai.

In 1980's commercial production of flourochemicals was commenced at Rajasthan, Chafer and Belting Fabric project was commissioned at Trichirappalli and operations at SRF Finance Ltd commenced during this period.

In 1990's Halon production based on in-house R&D was commenced at Bhiwadi. Commencement of operations at SRF International Ltd took place during this period. Ceat's Nylon Tyre Cord & Fabrics plant at Gwalior was acquired. Vision Care Project was commenced at Bangalore. Tyre Cord Fabric production was commenced at SRF Overseas plant in Dubai. ISO 9000 certification was awarded to all SRF plants. DuPont Fibres Ltd, subsequently renamed Nylon Tyre Cord Fabric Ltd was acquired.

In 2000 divestment of Shriram Bearings Ltd and Shriram Needle Bearing Industries Ltd took place. SRF acquired Polyester Films Business. SRF Industrial Synthetics Business won the Deming Award. SRF emerged as the fifth largest Belting Fabrics manufacturer in the world. Tyre cord Fabric Ltd merged with SRF Ltd.

M.D. of SRF, is well known and respected in Indian industry circles. He is actively associated with confederation of Indian industry (CII) and is a past president. Mr.Ashish Bharat Ram is the President & Executive Director. Mr.K.Ravichandra is the Director. Bankers are SBI, ICICI Bank Ltd, Standard Chartered Bank and Citibank N.A.

ORGANISATION STRUCTURE:

The organisation structure is a top down hierarchy consisting of the managing director, technical consultant, management consultant, engineering consultant, works manager, production manager, director of commercial management and director of planning and systems. The structure of the organisation is depicted in the figure.

ORGANISATION STRUCTURE

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                          MANAGING DIRECTOR
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      ┌──────────────────┬────────┼────────┬──────────────────┐
      |                  |        |        |                  |
TECHNICAL          MANAGEMENT          CONSULTANT        ENGINEERING
CONSULTANT         CONSULTANT                            CONSULTANT
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MANAGING DIRECTOR
MANAGEMENT CONSULTANT
CONSULTANT
TECHNICAL CONSULTANT
ENGINEERING CONSULTANT
DIRECTOR PLANNING & SYSTEMS
DIRECTOR COMMERCIAL MANAGEMENT
MANAGER PRODUCTION
WORKS MANAGER

DIRECTOR PLANNING & SYSTEMS
- SYSTEMS
- Q.A.
- TRAINING & DEVLOPMENT
- SAFETY
- P & A.

DIRECTOR COMMERCIAL MANAGEMENT
- MARKETING
- MATERIALS
- MAINTAINANCE

MANAGER PRODUCTION
- PRODUCTION NON-BHEL
- MATERIAL CONTROL
- SURFACE FINISHING
- QUALITY CONTROL

WORKS MANAGER
- PRODUCTION
- MATERIAL CONTROL
- SURFACE FINISHING
- QUALITY CONTROL
- SERVICES

fabrics and coated fabrics. Belting fabrics are reinforcement materials used in conveyor belts. SRF's belting fabric portfolio also includes tyre cord fabrics for bicycle tyres (CTC) and chafer fabrics for both heavy-duty tyres and non-tyre applications such as conveyor belts, hoses and automative rubber parts. Coated Fabrics are used for manufacturing a wide range of products like static covers, sago covers, shamianas, fumigation covers, dynamic covers, high performance tarpaulins, truck and jeep canopies, inflatables, signage and awnings.

SRF has achieved record sales of 3056 tonnes of which 1335 tonnes was sold in the exports markets. It is the leading domestic and global conveyor belt manufacturer. SRF is the fifth largest independent converter within the sector globally. It has highly cost efficient operations comparable with best global benchmarks and doubling capacities for higher returns and stronger global position. The company's belting fabrics business has been growing rapidly, with sales increasing at 33% over the past 6 years. Exports contribute over 40% of these sales.

COMPETITIVE STRENGTH OF THE COMPANY:

STRENGTHS:

It is the world's 7th largest manufacturing company, engaging with leading tyre manufactures in domestic and international markets. Demand outlook for the business remains strong driven by anticipated increase in consumption in China, India, SE Asian markets, Russia and Latin America. Total net revenues increases 11% to Rs.8432 million from Rs.7586 million.

SRF is exposed to the risk of fluctuations in different foreign exchange rates.

OPPORTUNITIES:

The main segments in the business namely auto canopies and dynamic tarpaulins, which will continue to be focus areas, the share of awnings and static covers are expected to increase, as these offer significant growth opportunity. Over the next 5 years it has the opportunity to be among the top three global players.

THREATS:

The business is witnessing short-term pressures on the margins due to irrational pricing of products sold in India by Chinese manufacturers. There are pressures of rising input costs, output price reductions and competition from cheaper alternatives.

FUTURE PLANS:

The company's strategy has always been to identify core areas of business and build international competitiveness through cost leadership and TQM. In the future it will continue to focus on products where developing countries have competitive advantage and will deliver extraordinary value to its customers and shareholders while aggressively chasing global growth in its core businesses through strategic acquisitions, alliances and partnerships.

The company's human resource development activities focus on three broad areas capability building of the organisation, productivity improvement and institution building. The key focus of HR activities was to integrate SRF into a cohesive organisation through HR driven revolution. This included stress on learning from each other, appreciating and mutually adopting best practices, and synergising efforts to take the organisation to a higher level of quality in terms of processes and activities.

The company provides welfare facilities such as canteen, drinking water facilities, neat sanitary facilities, safety measures, first aid appliances, fire extinguishers, uniforms, lockers, medical dispensary, traveling allowances, etc. Management pays approximately above 90% of the canteen expense as the subsidiary. Transport cost for every worker work upto Rs.650/month. As per insurance act 1948 every worker must be insured. A fixed rate of 6.5% of basic pay is to be paid to the insurance company for every worker. Employee has to pay 1.75% as his share while management will pay the rest 4.75%. For any medical urgency management provides Rs.25000/-Management provides workers with goggles, helmets, gloves and shoes. Posters exhibiting the needs and importance of safety are displayed all around the workplace. First aid appliances are provided at a meaningful number to the workmen. Workmen are trained to first aid others during the time of need. A dispensary with a doctor throughout the day is inside the campus. The total number of workmen is 137, officers -22,staffs and supervisors -62 thereby the total number of employees at this branch is 221.SRF management also provides festival allowance, annual bonus. It follows promotion based on seniority criteria. As per the act all employees are allowed to take 18 days of leave per year. Other than these medical

MARKETING DEPARTMENT:

SRF has various customers from both Domestic & International Market. The customers of belting fabrics are Anil Ltd, North Land Ltd, Forech India Ltd, MRF Ltd, Phoenix Yule Ltd, Sempertans Nirlon Ltd, Oriental Rubber India Ltd. The customers of Cycle Tyre Cord are Ralson India, Metro Tyres, Hartex Rubber and Luna Tyres. The customers of chafer are Ceat, Appollo, MRF and Vikron Tyres. The market share of belting fabrics is greater than 75% and that of coated fabrics is greater than 90%. Their competitors in India are Madura India Fabrics and Nirlon Ltd. The company has recently commenced its product-market development of its fabrics in USA.

PRODUCTION DEPARTMENT:

SRF has the production system called "Toyota Production System". The production is based on the customer order and requirement. CSR (customer service relationship) department gets the order from the customer and based on the order they provide specification to the production department and the order will get booked. Production planning department will issue card called Kanban system to the production department to carry out the activity and follow up the card to make the things done. The production process is divided into three categories namely the twisting process where the chese is twisted, dipping process that is the process of colouring, procurement and dispatch where the finished goods are received and after verification they are dispatched.

TWISTING

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WARPING

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BEAMING

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DRAWING

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GAITING

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WEAVING

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DIPPING

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INSPECTION

↓

PACKAGING

↓

DESPATCHING

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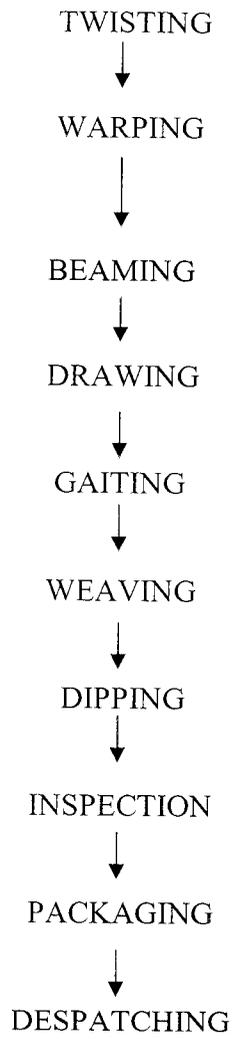
SRF's financial results reflect the company's thrust on growth. The revenues of belting fabrics and coated fabrics are up by 27% to Rs.1,126 million from Rs.885 million. Export revenues have gone higher. Finance and interest costs reduce by 48%. The department prepares the balance sheet, profit and loss account, cash flow statement, etc. It frames the accounting policies.

INFORMATION TECHNOLOGY DEPARTMENT:

IT department plays a vital role in integrating the management systems of SRF's different business and sites. It has provided autonomous maintenance across the plants. The department has introduced software packages to meet the need for quality documentation for shipping, invoicing and collections for its international clientele. It also allowed the business to meet its local tax requirements, in terms of report submissions and timely utilization of export credits. IT department has completed its ERP implementation. This system was extended to link customer sales orders to the production plan for the slitting machine, which is the heart of the production system.

MACRO -MICRO
ECONOMIC ANALYSIS

SRF has customers in over 55 countries and a clear market leadership in India with 40% share. It has leading domestic and global appliances and pharma companies as customers. It has strong long-term growth outlook for the business driven by accelerated demand growth from user segments. The capacity expansion to be completed in two phases at an estimated cost of Rs.274 million, will add 5000 TPA to the existing capacity, increasing it to 10,000 TPA. The first phase, resulting in an addition of 2500 TPA capacity is expected to be completed and will be followed by the second phase of expansion. The expanded capacity will make SRF one of the top three manufacturers of belting fabrics in the world. The company's belting fabrics business has been growing rapidly, with sales increasing at 33% over the past 6 years-exports contribute over 40% of these sales. The expanded capacity is therefore expected to yield higher sales and earnings by meeting the growing demand in both the Asia-Pacific and Western markets.

SRF fabrics have been approved by Phoenix AG, Germany and the first annual contract has been concluded. Besides catering to domestic markets, SRF also caters to the requirements of Trelleborg and other customers in Europe. Product approvals are in place and trial containers have been shipped out. SRF has been supplying its belting fabrics to Bando, Japan, JVs in south East Asia. SRF is firmly positioned in Indian Markets with its capability to produce range of fabrica with technology from Trelleborg Industry AB, Sweden. SRF has bagged the prestigious 100% supply contract from Phoenix Yule for the third consecutive year for their Indian operations. SRF also is the 100% supplier for other major players in India.

segments put severe pressure on margins. Second, the company is in a transition phase where it has made many important investments, which will start generating returns in the next few years. Net sales has increased by 28.66% from Rs.820.17 crore to Rs.1055.24 crore. In addition, other income has increased from Rs.14.76 crore to Rs.22.70 crore. This has contributed to an even higher growth of 29.11% in total income from Rs.834.93 crore to Rs.1077..94 crore. Profit growth, however, has not been in line with top-line growth.

During 2005-2006 the company successfully completed its expansion plans in belting fabrics. With an investment of Rs.140 million, belting fabric capacity has been increased from 5 to 7.5 kilo tones per annum. Given the growing scope for exports, this increase will hold SRF in good stead. With this expansion, your company has emerged as the second largest independent converter of belting fabrics in the world.

Besides, the company has entered some new business segments, many of which are in a developmental stage. While future opportunities are attractive, as of today most of these are loss making. The core businesses has generated good profits, the packaging films business made losses. This brought down the overall profitability of SRF. SRF has around 5% market share and intends to grow this segment through branding and better distribution reach. However, it needs to be stated that in all these segments, there are pressures of rising input costs, output price reductions and competition from cheaper alternatives.

DATA ANALYSIS
AND
INTREPRETATION

This chapter deals with the percentage analysis of data collected and interpretation is done based on statistical tests such as T test, chi-square and F-test.

GENDER OF THE RESPONDENTS :

The following table shows the distribution of the respondents with respect to their gender.

TABLE -1
GENDER OF THE RESPONDENTS

S. No.	Gender	No. Of Respondents (n :50)	Percentage %
1	Male	44	88.0
2	Female	6	12.0

From the above table it is clear that 88 % of them are male and 12 % of them are female.

EDUCATIONAL QUALIFICATION :

The following table shows the distribution of the respondents with respect to their educational qualification.

TABLE- 2
EDUCATIONAL QUALIFICATION

S. No.	Educational Qualification	No. of Respondents (n :50)	Percentage %
1	Matric	3	6
2	ITI	5	10
3	Diploma	11	22
4	Degree	26	52
5	PG Degree	5	10

From the above table it is clear that 6% of them are matric, 10% are ITI, 22% are diploma,52% are degree and 10% are PG degree holders.

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marital status.

TABLE -3
MARITAL STATUS

S. No.	Marital status	No. of Respondents (n :50)	Percentage %
1	Married	44	88.0
2	Unmarried	6	12.0

From the above table it is clear that 88 % of them are married and 12 % of them are unmarried.

FAMILY TYPE :

The following table shows the distribution of the respondents with respect to their family type.

TABLE - 4
FAMILY TYPE

S. No.	Family type	No. of Respondents (n :50)	Percentage %
1	Nuclear	27	54.0
2	Joint	18	36.0
3	Bachelor	5	10.0

From the above table it is clear that 54 % of the respondents come from the background of nuclear family, 36 % of the respondents from joint family type and 10 % of the respondents are bachelor.

native place.

TABLE - 5
NATIVE PLACE

S. No.	Native place	No. of Respondents (n :50)	Percentage %
1	Urban	26	52.0
2	Semiurban	11	22.0
3	Rural	13	26.0

From the above, it can be easily depicted that 52 % of the respondents come from urban as their native place and 22 % of the respondents from semiurban and only 26 % of the respondents come from rural background.

DEPARTMENT

The following table shows the distribution of the respondents with respect to their department.

TABLE -6
DEPARTMENT

S. No.	Department	No. of Respondents (n :50)	Percentage %
1	Technical	37	74.0
2	Non-technical	13	26.0

From the above table it is clear that 74 % of the respondents come from the technical background and 26 % of the respondents come from the non-technical background.

designation.

TABLE - 7
DESIGNATION

S. No.	Designation	No. of Respondents (n :50)	Percentage %
1.	Data entry operator	12	24.0
2	Operator	7	14.0
3	Worker	12	24.0
4	Production manager	10	20.0
5	Quality controller	3	6.0
6	Engineers	6	12.0

Taking a look about the designation of the employees, it gives a clear picture that 24% are data entry operator, 14% are operators, 24% are workers, 20% are production manager, 6% are quality controller and 12% are engineers.

YEARS OF SERVICE

The following table shows the distribution of the respondents with respect to their years of service.

TABLE -8
YEARS OF SERVICE

S. No.	Year of service	No. of Respondents (n :50)	Percentage %
1	2	12	24
2	4	7	14
3	5	12	24
4	6	1	2
5	10	7	14
6	11	3	6
7	12	1	2
8	13	1	2
9	14	6	12

From the above chart it is clear that 24% of the respondents have upto 2 years of service in the company, 14 % of the respondents have about 4 years of service, 24 % of the respondents have 5 years of service, 2% of the respondents have 6 years of experience, 14% have 10 years of service, 6% have 11 years of service, 2% have 12 years of service, 2% have 13 years of service, 12% have 14 years of service.

TABLE -9
TRAINING PROGRAMMES ATTENDED

S. No.	Training programmes attended	No. of Respondents (n :50)	Percentage %
1	1	36	72
2	2	10	20
3	3	4	8

From the above table it is clear that 72 % of the respondents have attended 1 training programme, 20 % of the respondents have attended upto 2 programme, 8 % of the respondents have attended upto 3 programme.

TRAINING UNDERGONE IN PAST ONE YEAR

The following table shows the distribution of the respondents with respect to the training undergone in past one year.

TABLE -10
TRAINING UNDERGONE IN PAST ONE YEAR

S. No.	Type of training	No. of Respondents (n :50)	Percentage %
1	On the job	22	44
2	Off the job	15	30
3	External	13	26

From the above table it is clear that 44 % of the respondents have undergone on the job training, 30 % has undergone off the job training, 26% has undergone external training in the organisation.

importance of the training.

TABLE - 11
IMPORTANCE OF THE TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Little true	4	8
2	Some what true	12	24
3	True to some extent	16	32
4	Very true	18	36

From the above table, 8 % of the respondents feel that training programme is not at all important, 24 % of them agree the fact to be somewhat true, 32% of them agree to a great extent, 36 % of them say it is very true.

EXPLANATION OF THE POLICIES, NORMS & VALUES

The following table shows the distribution of the respondents with respect to explanation of the policies, norms & values.

TABLE -12
EXPLANATION OF THE POLICIES, NORMS & VALUES

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Some what true	14	28
2	True to some extent	7	14
3	Very true	29	58

From the above table, 28 % of the respondents feel that training programme policies, norms and values is somewhat true, 14 % of them agree the fact to a great extent, 58 % of them say it is very true.

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TABLE -13
PERIODICAL EVALUATION OF TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Little true	6	12
2	Some what true	4	8
3	True to some extent	10	20
4	Very true	30	60

From the above table, 12 % of the respondents feel that periodical evaluation of the training programme is little true, 8 % of them agree the fact to be somewhat true, 20% of them agree to a great extent, 60 % of them say it is very true.

ACQUISITION OF TECHNICAL KNOWLEDGE AND SKILLS

The following table shows the distribution of the respondents with respect to acquisition of technical knowledge and skills.

TABLE -14

ACQUISITION OF TECHNICAL KNOWLEDGE AND SKILLS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Not at all true	6	12
2	Little true	6	12
3	Some what true	4	8
4	True to some extent	16	32
5	Very true	18	36

From the above table, 12 % of the respondents feel the fact that training programme helps to acquire technical knowledge and skills is not at all true, 12% of the respondents feel that it is little true, 8 % of them agree the fact to be somewhat true, 32% of them agree to a great extent, 36 % of them say it is very true.

The following table shows the distribution of the respondents with respect to formulating job rotation policies.

TABLE -15
FORMULATING JOB ROTATION POLICIES

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Not at all true	7	14
2	Some what true	5	10
3	True to some extent	10	20
4	Very true	28	56

From the above table, 14 % of the respondents feel that formulating job rotation policies in training programme is not at all true, 10 % of them agree the fact to be somewhat true, 20% of them agree to a great extent, 56 % of them say it is very true.

APPLICATION OF TRAINING IN REAL LIFE SITUATION

The following table shows the distribution of the respondents with respect to application of training in real life station.

TABLE -16
APPLICATION OF TRAINING IN REAL LIFE SITUATION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	6	12
2	Poor	5	10
3	Good	4	8
4	Very Good	22	44
5	Excellent	13	26

From the above table, 12 % of the respondents feel that application of training in real life is very poor, 10 % of them agree the fact to be poor, 8% of them agree to be good, 44 % of them agree to be very good and 26% agree to be excellent.

application of training in off the workstation.

TABLE -17

APPLICATION OF TRAINING IN OFF THE WORK STATION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very poor	15	30
2	Good	5	10
3	Very Good	16	32
4	Excellent	14	28

From the above table, 30 % of the respondents feel that application of training in off the work station is very poor, 10 % of them agree the fact to be good, 32% of them agree to be very good and 28% agree to be excellent.

USEFULNESS OF TRAINING IN LONG TERM

The following table shows the distribution of the respondents with respect to usefulness of training in long term.

TABLE- 18

USEFULNESS OF TRAINING IN LONG TERM

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very poor	7	14
2	Very Good	29	58
3	Excellent	14	28

From the above table, 14 % of the respondents feel that application of training in long term is very poor, 58 % of them agree to be very good and 28% agree to be excellent.

TABLE- 19

HELPING IN GROWTH AND DEVELOPMENT

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very poor	7	14
2	Good	10	20
3	Very Good	24	48
4	Excellent	9	18

From the above table, 14 % of the respondents feel that application of training in growth and development is very poor, 20% of them agree to be good, 48 % of them agree to be very good and 18% agree to be excellent.

USEFULNESS IN DEVELOPING OTHERS

The following table shows the distribution of the respondents with respect to usefulness in developing others.

TABLE- 20

USEFULNESS IN DEVELOPING OTHERS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	7	14
2	Good	10	20
3	Very Good	10	20
4	Excellent	23	46

From the above table, 14 % of the respondents feel that application of training in developing others is poor, 20% of them agree to be good, 20 % of them agree to be very good and 46% agree to be excellent.

explanation of training objectives.

TABLE - 21
EXPLANATION OF TRAINING OBJECTIVES

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Little true	17	34
2	Some what true	5	10
3	True to some extent	13	26
4	Very true	15	30

From the above table, 34 % of the respondents feel that explanation of training objectives is little true, 10 % of them agree the fact to be somewhat true, 26% of them agree to a great extent, 30 % of them say it is very true.

SATISFACTION OF THE OBJECTIVES

The following table shows the distribution of the respondents with respect to satisfaction of the objectives.

TABLE- 22

SATISFACTION OF THE OBJECTIVES

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Not at all true	7	14
2	Some what true	5	10
3	True to some extent	21	42
4	Very true	17	34

From the above table, 14 % of the respondents feel that satisfaction of training objectives is not at all true,10 % of them agree the fact to be somewhat true, 42% of them agree to a great extent, 34 % of them say it is very true.

satisfaction of the training expectations.

TABLE - 23
SATISFACTION OF THE TRAINING EXPECTATIONS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Little true	7	14
2	Some what true	5	10
3	True to some extent	29	58
4	Very true	9	18

From the above table, 14 % of the respondents feel that satisfaction of the training expectations is little true, 10 % of them agree the fact to be somewhat true, 58% of them agree to a great extent, 18 % of them say it is very true.

INTERVAL OF DURATION OF THE SESSION

The following table shows the distribution of the respondents with respect to interval of duration of the session.

TABLE - 24
INTERVAL OF DURATION OF THE SESSION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Little true	7	14
2	Some what true	5	10
3	True to some extent	11	22
4	Very true	27	54

From the above table, 14 % of the respondents feel that of the duration of the session is little true, 10 % of them agree the fact to be somewhat true, 22% of them agree to a great extent, 54 % of them say it is very true.

TABLE-25
DURATION OF THE SESSION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	7	14
2	Good	5	10
3	Very Good	14	28
4	Excellent	24	48

From the above table, 14 % of the respondents feel that duration of session is very poor, 10 % of them agree the fact to be good, 28% of them agree to be very good and 48% agree to be excellent.

TRAINING METHODOLOGY AND COMMUNICATION

The following table shows the distribution of the respondents with respect to training methodology and communication.

TABLE -26
TRAINING METHODOLOGY AND COMMUNICATION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	5	10
2	Poor	7	14
3	Good	5	10
4	Excellent	33	66

From the above table, 10 % of the respondents feel that training methodology and communication is very poor, 14 % of them agree the fact to be poor, 10% of them agree to be good and 66% agree to be excellent.

27

TABLE- 27

QUALITY OF TRAINING MATERIAL

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	11	22
2	Good	13	26
3	Very Good	8	16
4	Excellent	18	36

From the above table, 22 % of the respondents feel that quality of training material is very poor, 26 % of them agree the fact to be good, 16% of them agree to be very good and 36% agree to be excellent.

TRAINEES INVOLVEMENT AND PARTICIPATION

The following table shows the distribution of the respondents with respect to trainees involvement and participation.

TABLE -28

TRAINEES INVOLVEMENT AND PARTICIPATION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	7	14
2	Very Good	15	30
3	Excellent	28	56

From the above table, 14 % of the respondents feel that trainees involvement and participation is poor, 30 % of them agree the fact to be very good and 56% agree to be excellent.

of gains.

TABLE - 29

LEVEL OF GAINS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	10	20
2	Good	14	28
3	Very Good	8	16
4	Excellent	18	36

From the above table, 20 % of the respondents feel that level of gains is very poor, 28 % of them agree the fact to be good, 16% of them agree to be very good and 36% agree to be excellent.

RELEVANCE AND USEFULNESS

The following table shows the distribution of the respondents with respect to relevance and usefulness.

TABLE -30

RELEVANCE AND USEFULNESS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	3	6
2	Poor	7	14
3	Good	4	8
4	Very Good	10	20
5	Excellent	26	52

From the above table, 6 % of the respondents feel that relevance and usefulness of training is very poor, 14% of the agree the fact to be poor, 8 % of them agree the fact to be good, 20% of them agree to be very good and 52% agree to be excellent.

TABLE -31

CORDIAL RELATIONSHIP OF THE TRAINERS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	9	18
2	Poor	10	20
3	Very Good	12	24
4	Excellent	19	38

From the above table, 18 % of the respondents feel that cordial relationship of trainers is very poor, 20 % of them agree the fact to be poor, 24% of them agree to be very good and 38% agree to be excellent.

CONDUCIVE OF TRAINING ENVIRONMENT

The following table shows the distribution of the respondents with respect to conducive of training environment.

TABLE -32

CONDUCIVE OF TRAINING ENVIRONMENT

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	15	30
2	Good	8	16
3	Very Good	15	30
4	Excellent	12	24

From the above table, 30 % of the respondents feel that conducive of training environment poor, 16 % of them agree the fact to be good, 30% of them agree to be very good and 24% agree to be excellent.

beneficial of training.

TABLE -33

BENEFICIAL OF TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage
1	Very Poor	7	14
2	Poor	8	16
3	Good	13	26
4	Very Good	5	10
5	Excellent	17	34

From the above table, 14 % of the respondents feel that beneficial of training is very poor, 16% agree the fact to be poor, 26 % of them agree the fact to be good,10% of them agree to be very good and 34% agree to be excellent.

COMMUNICATION ON BOTH SIDES

The following table shows the distribution of the respondents with respect to communication on both sides.

TABLE -34

COMMUNICATION ON BOTH SIDES

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	8	16
2	Good	13	26
3	Very Good	5	10
4	Excellent	24	48

From the above table, 16 % of the respondents feel that communication on both sides is poor, 26 % of them agree the fact to be good, 10% of them agree to be very good and 48% agree to be excellent.

substantial benefits of training.

TABLE -35

SUBSTANTIAL BENEFITS OF TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	8	16
2	Good	23	46
3	Very Good	5	10
4	Excellent	14	28

From the above table, 16 % of the respondents feel that substantial benefits of training is poor, 46 % of them agree the fact to be good, 10% of them agree to be very good and 28% agree to be excellent.

OPINION ON USING SLIDES AS TRAINING METHODS AIDS

The following table shows the distribution of the respondents with respect to opinion on using slides as training methods aids.

TABLE - 36

OPINION ON USING SLIDES AS TRAINING METHODS AIDS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Good	18	36
2	Very Good	10	20
3	Excellent	22	44

From the above table, 36 % of the respondents feel that application of slides as training aids is good, 20 % of them agree the fact to be very good, 44% of them agree to be excellent.

32

TABLE - 37

OPINION ON USING CHARTS AS TRAINING METHODS AIDS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	8	16
2	Good	15	30
3	Very Good	8	16
4	Excellent	19	38

From the above table, 16 % of the respondents feel that application of charts as training aids is very poor, 30% agree the fact to be good, 16 % of them agree the fact to be very good, 38% of them agree to be excellent.

OPINION ON USING LECTURES AS TRAINING METHODS AIDS

The following table shows the distribution of the respondents with respect to opinion on using lectures as training methods aids.

TABLE - 38

OPINION ON USING LECTURES AS TRAINING METHODS AIDS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Poor	8	16
2	Good	5	10
3	Very Good	5	10
4	Excellent	32	64

From the above table, 16 % of the respondents feel that application of lectures as training methods is poor, 10% of the respondents agree the fact to be good, 10 % of them agree the fact to be very good, 64% of them agree to be excellent.

opinion on using group discussion as training methods aids.

TABLE - 39

OPINION ON USING GROUP DISCUSSION AS TRAINING METHODS AIDS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	8	16
2	Poor	3	6
3	Good	12	24
4	Very Good	12	24
5	Excellent	15	30

From the above table, 16 % of the respondents feel that application of group discussion as training methods is very poor, 6% agree to be poor, 24% agree to be good, 24 % of them agree the fact to be very good, 30% of them agree to be excellent.

OPINION ON USING ADVANCE VISUAL AIDS AS TRAINING METHODS AIDS

The following table shows the distribution of the respondents with respect to opinion on using advance visual aids as training methods aids.

TABLE -40

OPINION ON USING ADVANCE VISUAL AIDS AS TRAINING METHODS AIDS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Very Poor	11	22
2	Poor	3	6
3	Good	11	22
4	Very Good	12	24
5	Excellent	13	26

From the above table, 22 % of the respondents feel that application of advance as training methods is very poor, 6% agree to be poor, 22% agree to be good, 24% of them agree the fact to be very good, 26% of them agree to be excellent.

TABLE - 41

FEELING ON ESSENTIALITY OF TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	To be aware of latest trends	16	32
2	Due to change of technology	10	20
3	The job is more complicated	13	26
4	For promotion to the next grade/scale	11	22

From the above table, 32 % of the respondents feel that training is essential to be aware of latest trends, 20% feel that it is due to change of technology, 26% feel that it is because of the fact that the job is more complicated and 22% feel that it is for the promotion to the next grade/scale.

IMPACT OF TRAINING ON THE PERFORMANCE IN THE JOB

The following table shows the distribution of the respondents with respect to impact of training on the performance in the job.

TABLE- 42

IMPACT OF TRAINING ON THE PERFORMANCE IN THE JOB

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Effective	15	30
2	Better	22	44
3	Not effective	13	26

From the above table, 30 % of the respondents feel that the impact of training on the performance in the job is effective, 44% agree that it is better and 26% agree to be ineffective.

AREA OF LEARNING IN THE TRAINING PROGRAM

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Knowledge	8	16
2	Skill development	18	36
3	Attitude improvement	5	10
4	Personality development	19	38

From the above table, 16 % of the respondents feel that area of learning in the training program is knowledge, 36% say skill development, 10% say attitude improvement and 38% say personality development.

USUAL CONDUCT OF THE TRAINING

The following table shows the distribution of the respondents with respect to usual conduct of the training.

TABLE -44

USUAL CONDUCT OF THE TRAINING

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	Lectures	8	16
2	Conference	23	46
3	Case study	5	10
4	Group discussion	6	12
5	On the job	8	16

From the above table, 16% of the respondents feel that the usual conduct of the training is through lectures, 46% through conference, 10% through case studies, 12% through group discussion and 16% through on the job training.

TABLE- 45

PREFERENCE FOR DURATION

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	1 session	16	32
2	2 session	23	46
3	More than 2 sessions	11	22

From the above table, 32 % of the respondents prefer duration of one session, 46% prefer two sessions and 22% prefer more than two sessions.

PROBLEMS FACED BY THE TRAINERS

The following table shows the distribution of the respondents with respect to problems faced by the trainers.

TABLE -46

PROBLEMS FACED BY THE TRAINERS

S. No.	Response	No. of Respondents (n :50)	Percentage %
1	NO	50	100

From the above table, 100 % of the respondents feel that none of the trainers face problems.

To analyse the significant difference between the marital status of respondents and various dimensions of effectiveness of training programmes t-test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0 : There is no significant difference between the marital status and the various dimensions of effectiveness of training programme.

TABLE- 47

T- test showing the significant difference between the respondents marital status and the various dimensions of effectiveness of training programmes

	T	Sig. (2-tailed)
Training effectiveness	-.607	.547
Practical applicability	-.318	.752
Objectives and Needs	-.734	.467
Session-wise opinion	-1.014	.315
Relationship with trainers	.444	.659
Program administration evaluation	.152	.880
Training methods and aids	-1.356	.181

From the above table, it is evident that there is no significant difference between the marital status with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

To analyse the significant difference between the department of respondents and various dimensions of effectiveness of training programmes t-test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0: There is no significant difference between the department and the various dimensions of effectiveness of training programme.

TABLE- 48

T- test showing the significant difference between the respondents department and the various dimensions of effectiveness of training programmes

	T	Sig. (2-tailed)
Training effectiveness	.445	.659
Practical applicability	-.174	.863
Objectives and Needs	-.174	.863
Session-wise opinion	1.089	.281
Relationship with trainers	.345	.732
Program administration evaluation	.073	.942
Training methods and aids	1.415	.163

From the above table, it is evident that there is no significant difference between the department with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

To analyse the influence of gender on the feeling of essentiality of training chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Gender has no influence over the feeling of respondents on the essentiality of training.

TABLE- 49

Gender of the respondents influence over the Feeling on Essentiality of the training

		Feeling on Essentiality of the training				
		To be aware of latest trends	Due to change of technology	The job is more complicated	For promotion to the next grade/scale	Total
Gender of the respondents	Male	11	10	12	11	44
	Female	5		1		6
Total		16	10	13	11	50

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.707	.033
No of Valid Cases	50	

The above table shows that the gender influences the feeling on essentiality of training.

To analyse the influence of gender over impact of training on the performance in the job chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Gender has no influence over the impact of training on the performance in the job.

TABLE- 50

Gender of the respondents influence over Impact of training on the performance in the job

	Impact of training on the performance in the job			Total
	Effective	Better	Not Effective	
Gender of the Male respondents	15	20	9	44
Female		2	4	6
Total	15	22	13	50

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.559	.038
No of Valid Cases	50	

The above table shows that the gender influences the impact of training on the performance in the job.

To analyse the influence of department over impact of training on the performance in the job chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Department has no influence over the impact of training on the performance in the job.

TABLE- 51

Department influence over Impact of training on the performance in the job

		Impact of training on the performance in the job			Total
		Effective	Better	Not Effective	
Department	Technical	13	16	8	37
	Non technical	2	6	5	13
	Total	15	22	13	50

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.319	.314
No of Valid Cases	50	

The above table shows that the department does not influence the impact of training on the performance in the job.

in the job chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Designation has no influence over the impact of training on the performance in the job.

TABLE -52

Designation influence over Impact of training on the performance in the job

		Impact of training on the performance in the job			Total
		Effective	Better	Not Effective	
Designation	Data entry operator	3	6	3	12
	Operator	4	2	1	7
	Worker	3	5	4	12
	Production manager	3	5	2	10
	Quality controller	1	1	1	3
	Engineers	1	3	2	6
Total		15	22	13	50

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.933	.950
No of Valid Cases	50	

The above table shows that the designation does not influence the impact of training on the performance in the job.

To analyse the influence of educational qualification over impact of training on the performance in the job chi-square test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H1: Educational qualification has no influence over the impact of training on the performance in the job.

TABLE- 53

Educational qualification influence over Impact of training on the performance in the job

		Impact of training on the performance in the job			Total
		Effective	Better	Not Effective	
Educational qualification	Matric	2		1	3
	ITI	2	3		5
	Diploma	2	6	3	11
	Degree	7	12	7	26
	PG degree	2	1	2	5
	Total	15	22	13	50

Chi-Square Tests

	Value	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.597	.581
No of Valid Cases	50	

The above table shows that the educational qualification does not influence the impact of training on the performance in the job.

dimensions of training programme annova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

HO: There is no significant difference between the qualification and various dimensions of training programme.

TABLE – 54

Annova test showing the significant difference between the qualification and various dimensions of training programme

	F	Sig.
Training effectiveness	1.345	.268
Practical applicability	1.055	.390
Objectives and Needs	1.351	.266
Session-wise opinion	1.938	.121
Relationship with trainers	.676	.612
Program administration evaluation	.881	.483
Training methods and aids	1.116	.361

From the above table, it is evident that there is no significant difference between the educational qualification with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

To analyse the significant difference between the family type and various dimensions of training programme annova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0: There is no significant difference between the family type and various dimensions of training programme.

TABLE -55

Annova test showing the significant difference between the family type and various dimensions of training programme

	F	Sig.
Training effectiveness	.653	.525
Practical applicability	1.628	.207
Objectives and Needs	1.915	.159
Session-wise opinion	2.533	.090
Relationship with trainers	.892	.417
Program administration evaluation	.130	.879
Training methods and aids	1.535	.226

From the above table, it is evident that there is no significant difference between the family type with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

To analyse the significant difference between the designation and various dimensions of training programme annova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0: There is no significant difference between the designation and various dimensions of training programme.

TABLE – 56

Annova test showing the significant difference between the designation and various dimensions of training programme

	F	Sig.
Training effectiveness	.121	.987
Practical applicability	.455	.808
Objectives and Needs	.178	.970
Session-wise opinion	.116	.988
Relationship with trainers	.519	.761
Program administration evaluation	.740	.598
Training methods and aids	.430	.826

From the above table, it is evident that there is no significant difference between the designation with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

To analyse the significant difference between the native place and various dimensions of training programme annova test was conducted at 5% significance level. For this purpose the following hypothesis is formulated.

H0:There is no significant difference between the native place and various dimensions of training programme.

TABLE- 57

Annova test showing the significant difference between the native place and various dimensions of training programme

	F	Sig.
Training effectiveness	.140	.870
Practical applicability	.312	.733
Objectives and Needs	.636	.534
Session-wise opinion	.551	.580
Relationship with trainers	.039	.961
Program administration evaluation	.778	.465
Training methods and aids	1.985	.149

From the above table, it is evident that there is no significant difference between the native place with respect to training effectiveness program in the dimensions of training effectiveness, practical applicability, objectives and needs, session-wise opinion, relationship with trainers, program administration evaluation and training methods and aids.

CONCLUSION

RESULTS AND DISCUSSIONS

This chapter deals with the findings of the study.

- The analysis shows that majority of the respondents are male, married and from the background of nuclear family.

- Major part of the respondents come from urban area and belongs to technical department.

- Majority of them have two years of service and have attended one training programme and feel that the training programme helps to acquire technical knowledge and skills.

- Greater part of them feels that application of training in real life situation as well as in off the workstation is very good.

- Greater part of the respondents feels that training helps in growth and development and also used in developing others.

- Majority of them feel that training methodology and communication as well as the trainees involvement and participation is excellent.

- The level of gains is good and the cordial relationship of the trainers seems to be excellent.

- Majority of respondents feel that beneficial of training is excellent and also the use of slides, charts, lectures, group discussion, advance visual aids as training methods aids is good.

- Major part feel that training is essential to be aware of latest trends and the usual conduct of the training is through conference.

difference between the marital status, department, educational qualification, family type, designation, native place with respect to the various dimensions of training programme.

- From chi-square test, it has been found that gender influences the feeling on essentiality of training and the impact of training on the performance in the job.

- It also shows that department, designation and educational qualification does not influence the impact of training on the performance in the job.

- It also shows that department, designation and educational qualification does not influence the impact of training on the performance in the job.

CONSIDERED RECOMMENDATIONS

- A brief introduction about the objectives and needs of the programme should be explained to the trainees for better understanding and effective participation.

- The quality of session wise training programme effectiveness can be improved.

- The workers must be able to apply what they have learned during the training programme in their work.

- It is suggested to improve training aids.

- 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.

- Research study can be done exclusively for technical staffs to find their perception of training programme effectiveness.

suggested that the selection of the trainees might be done on the basis of their interest for better learning and participation of the trainees. Group discussions and use of audio – visual aids may enhance better participation of the trainees in the after noon session.

- Trainees practical difficulties may be heard by allotting necessary time.

- Training programme may be linked with some incentive so that the trainees interest is aroused in training programme.

- Training programme may be linked with the promotion as the motivation for the employees that in turn enhance the training effectiveness as well as training programme.

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APPENDIX

PERSONAL DATA

1. Age   :

2. Gender   : Male / Female

3. Educational Qualification   :

    ☐ Non-Matric   ☐ Matric

    ☐ ITI   ☐ Diploma   ☐ Degree   ☐ PG

4. Marital status   : Married / Unmarried

5. Family Type   : Nuclear / Joint / Bachelor

6. Native place   : Urban / Semiurban / Rural

7. Department   : Technical / Non-Technical

8. Designation   :

9. Years of service   :

10. Training Programmes attended   :

11. Have you undergone training in the past 1 year? Yes ☐ No ☐ If yes,

    Title   **Type of training**   **Duration**

                       On the Job/Off the Job/Both/External   ....Days........Months

Please read the following and tick your appropriate response in the 5 scale points. I assure
you, these data are purely for academic purpose and it will be kept confidential.

	Not at all true	Little True	Some what True	True to a great Extent	Very True
12. Training is given adequate importance					
13. Organisation policies, norms and values are clearly explained during induction programme					
14. Training is periodically evaluated & improved					
15. Training helps to acquire technical knowledge and skills					
16. Formulating Job rotation policies and undertaking Job-rotation exercises as Training Programme					

B) PRACTICAL APPLICABILITY

	Very Poor	Poor	Good	Very Good	Excellent
17. Training aspects can be applied in real-life situation					
18. Aspects of Training applicable in off-the work station					
19. Usefulness of Training in long term					
20. Training helps in growth and development					
21. Training is useful in developing others					

	Not at all true	Little True	Some what True	True to a great Extent	Very True
22. Training Programme objectives are explained					
23. Training Programme objective are fulfilled after its completion					
24. Training expectation are fulfilled					
25. Duration of the session is well spaced-out					

D) SESSION – WISE

	Very Poor	Poor	Good	Very Good	Excellent
26. Duration of the session					
27. Training methodology and Communication					
28. Quality of Training material					
29. Trainee's involvement and participation					
30. Level of gains					
31. Relevance & usefulness					

E) RELATIONSHIP

	Very Poor	Poor	Good	Very Good	Excellent
32. Relationship with the trainers are cordial					

	Very Poor	Poor	Good	Very Good	Excellent
33. Training environment is conducive					
34. Training programme are highly beneficial					
35. Communication on both sides were appreciable					
36. Benefits derived out of these programme are substantial					

G) TRAINING METHODS AND AIDS

Aids	Very Poor	Poor	Good	Very Good	Excellent
37. Slides					
38. Charts					
Methods					
39. Lectures					
40. Practical					
41. Group discussion					
42. Advance visual aids					

H) GENERAL

43. Why do you feel that Training is essential?

    a) To be aware of latest Trends

    b) Due to change of technology

    c) The Job is more complicated

    d) For Promotion to the next grade/level

44. What is the impact of Training on your performance in the Job?

    a) Effective ☐   b) Better ☐   c) Not effective ☐

a) Knowledge ☐ b) Skill Development ☐ c) attitude improvement ☐

d) Personality Development ☐ e) Others ☐ (Specify _____

_____)

46. How are the training programmes usually conducted (Tick whichever is appropriate)

   a) Lecture Method   ☐

   b) Conference   ☐

   c) Case Study   ☐

   d) Group discussion   ☐

   e) On the Job   ☐

   f) Site Visits   ☐

   g) Others   ☐

Please specify _____

47. Which one would you prefer for duration of Training Programme?

   a) 1 session ☐   b) 2 sessions ☐   c) 4 sessions ☐

48. Have you ever faced problems with your trainers, if yes, please specify the nature of problem?

   Yes ☐   No ☐

49. Do you have any suggestions for improvement in existing training programmes?

   If yes, specify _____

   _____

THANK YOU FOR YOUR CONCERN AND CO-OPERATION IN FILLING UP THIS QUESTIONNAIRE

BIBLIOGRAPHY

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