

**A STUDY ON EFFECTIVENESS OF EXECUTIVE TRAINING PROGRAMME
AT ANUGRAHA VALVE CASTINGS LTD.,**

By

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A PROJECT REPORT
Submitted to the

FACULTY OF MANAGEMENT SCIENCES

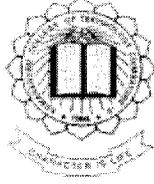
In partial fulfillments of the requirements
for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

July, 2007

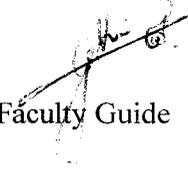
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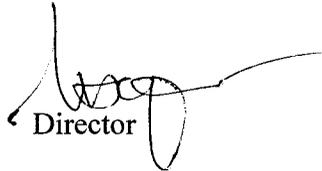


DEPARTMENT OF MANAGEMENT STUDIES
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COIMBATORE

BONAFIDE CERTIFICATE

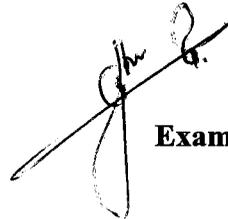
Certified that this project report titled “**A STUDY ON EFFECTIVENESS OF EXECUTIVE TRAINING PROGRAMME AT ANUGRAHA VALVE CASTINGS LIMITED**” is the Bonafide work of **Ms. S. DHEEPTHI (71206631009)** who carried out the research under my supervision. Certified further, that to the best of my knowledge 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


Director

Evaluated and vice-voce conducted on 29/10/07


Examiner I


Examiner II

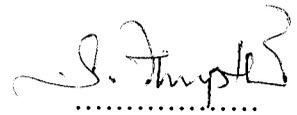
DECLARATION

I, hereby declare that this project report entitled as “A study on effectiveness of executive training programme at Anugraha Valve Castings Limited”, has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Prof. N. Jothilingam during the academic year 2007-2008.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and belief.

Place: Coimbatore

Date: 29.10.07



(S.DHEEPTHI)

DATE: 31.07.07

SUMMER INTERNSHIP PROJECT COMPLETION CERTIFICATE

This is to certify that **Ms.S.Dheepthi (06 MBA 09)** a student of KCT Business School, Kumaraguru College Of Technology, had undergone a project between 19.06.2007 and 31.07.2007 entitled "**Effectiveness of Executive Training Programme**" in our premises.

During the tenure her performance was very good.

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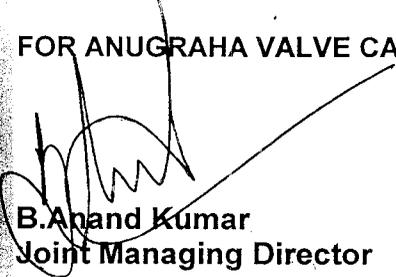
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FOR ANUGRAHA VALVE CASTINGS LIMITED


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ANUGRAHA VALVE CASTINGS LIMITED

Executive summary

Training is the process of assisting a person to enhance his efficiency and effectiveness at work by improving and updating his professional knowledge by developing skills relevant to his work and cultivating appropriate behavior attitudes towards work and people. Training could be designed either for improving present capabilities at work or for preparing a person for assuming higher responsibilities in future, which would call for additional knowledge and superior skills. It helps employees to do current work better. It focuses on learning and personal development.

To assess the effectiveness of executive training programme offered by Anugraha valve castings limited was the primary objective of the study. This objective was met by means of collecting information through factors like training approaches used, duration of training programme, training need identification and the impact of training on the performance of middle level executives.

The survey was conducted on 80 middle level executives who consisted of Officers, Engineers, Assistant Managers and Deputy Managers. The primary data was collected by a detailed discussion with the training officer of AVCL, also by means of a structured questionnaire consisting of 24 questions, which comprised of both open-ended and close ended questions. The secondary data was collected from Text Books, Journals and Past Records. The collected data was analyzed with the help of simple percentage method and chi-square test.

Inadequacy of time, non-response on the part of the respondents, attitudes and behavior of the respondents being misinterpreted are some of the factors, which stood as major constraints during the study.

ACKNOWLEDGEMENT

It is inevitable that thoughts and ideas of other people tend to drift into the subconscious when one feels to acknowledge helping derived from others. I acknowledge to all those who have helped me in the preparation of this project work.

I would like to thank the god almighty for his guidance without whom this project wouldn't have become reality.

I wish to express my deep gratitude to the principal Dr. Joseph V. Thanikal for his guidance and encouragement to complete my project work.

I wish to express my sincere thanks to Prof. Dr. S.V. Devanathan – Director, KCT Business School, for his continuous encouragement throughout my project.

I owe my heartfelt gratitude to Prof. N. Jothilingam, KCT Business School, for his help and valuable guidance given to me through out my project.

I express my sincere thanks to Mr. B. Anand Kumar, Joint managing director, Anugraha Valve Castings Limited, Coimbatore for granting permission to do my project work.

I extend my sincere gratitude to Mr. V. Karunanithi, Senior manager HRD, Anugraha Valve Castings Limited, for his guidance to complete my project successfully.

Lastly I thank all the employees in the organization who were involved knowingly or unknowingly to make this project work successful.

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Chapter I
Introduction

INTRODUCTION

1.1 Background

The training in part depends upon the company's selection and promotion policies. Companies that attempt to employ only people who already have the needed skills, place less emphasis on training. On the other hand, firms that stress promotion from within may have to take special steps to ensure that employees develop the skills, which will be needed.

- It is regarded that nothing is inborn and everything can be taught.
- Accelerated rate of technological change tends to imply the training needs.
- Globalization needs make it necessarily essential for the workers.

Thus the study helps us to understand the importance of training. Middle level executives have the need for training as they are involved in the essential business activities. Training is the only way to increase their efficiency which is required to help those activities.

1.2 Review of literature

Gwynne N. Dawdy, Ph.D., NCC, argued that Demands for higher performance from executives and employees are growing and the need for external resources is expanding. One of the fastest growing resources for leaders is executive coaching. This research on the effectiveness of coaching methods may lead to making improvements in the field which can further enhance executive coaching.

Barker & Barker, 1996 claims that some of the most common principles of individual psychology that are used in executive coaching include active involvement, encouragement, empowerment, and two-way communication.

Poston et al., 2001, p. 15 suggested that one of the most common objectives for executive coaching is for the executives to strengthen various skills for personal or professional enhancement through dialogue, self discovery, action and feedback.

Boeree, 1997 Involving each individual within an organization may enhance employee motivation and morale. Involvement may also allow each individual to take pride in his or her work, thus working to achieve a higher sense of fulfillment and potential.

Blanchard, Carlos, & Randolph, 2001, p.48 says when each individual is empowered, encouraged and involved; the goals and vision of the organization may be reached and appreciated. Vision [and goals] comes alive when everyone sees where his or her contribution makes a difference.

1.3 Statement of the problem

The study on effectiveness of training programme was conducted to know whether the training programme is effective for middle level executives.

The study was conducted to know about the effectiveness of training programme in Anugraha valve castings ltd. The objective of training programmes in the organization is to develop the skill and ability of the employee, thereby increasing the quality of the product.

Executive training is the process whereby people learn the skills, knowledge, attitude and behavior needed in order to perform their jobs effectively.

1.4 Objectives of the study

1.4.1 Primary objectives

- To find out the effectiveness of training on middle level executives at **Anugraha Valve Castings Ltd (AVCL).**

1.4.2 Secondary objectives

- To find out the impact of training on performance.
- To find out the impact of training on promotion.
- To find out the types of approach used in training.
- To suggest and recommend the strategy for improvement of training.

1.5 Scope of the study

The study involves framing out the effectiveness of the executive training programme in the organization. The Assessment of the effectiveness on the executive training programme such that interpretations can be made. Hence, evaluation of training helps the organization in the following ways:

- It aids in assisting operational needs.
- It helps the trainees to understand the method of evaluation.
- It helps to bring about a change in the attitudes and behavior of trainee towards a particular problem.
- It helps in the interactions of the individuals.
- Efficient and effective training results in increased productivity and turnover.
- It aims at bridging the gap between expected level of performance and actual level of performance.

1.6 Methodology

1.6.1 Type of the study

The study is descriptive in nature towards the evaluation of executive training programme. The main purpose of descriptive research is the description of state of affairs as it exists at present.

1.6.2 Sampling design

Total strength of AVCL is 590, of which 229 comprise of staff cadre. Among the staff the sample was chosen from the middle level executives who comprise of different grades, namely, Senior Engineer, Engineer, Assistant Manager and Deputy Manager. The management activities fall on the middle level executives and thus they were chosen as the population. The sample size for this study is 80.

1.6.3 Method of data collection

(a) Primary data

In the study, the primary data has been collected from a structured questionnaire. The questions were framed to collect data from the executives. The questions include both close and open-ended questions.

(b) Secondary data

In the study, the secondary data has been collected from textbooks and company literature such as company reports.

1.6.4 Tools for analysis

The statistical tools used for analysis are

- Percentage Analysis
- Chi-Square Test

1.7 Limitations of the study

- Due to time constraint In-Depth study could not be done.
- Human behavior and attitude are said to be dynamic and hence the study is applicable for a limited time only.
- The finding of the study cannot be generalized as such for the industry as a whole.

Chapter II
Organization Profile

CHAPTER 2

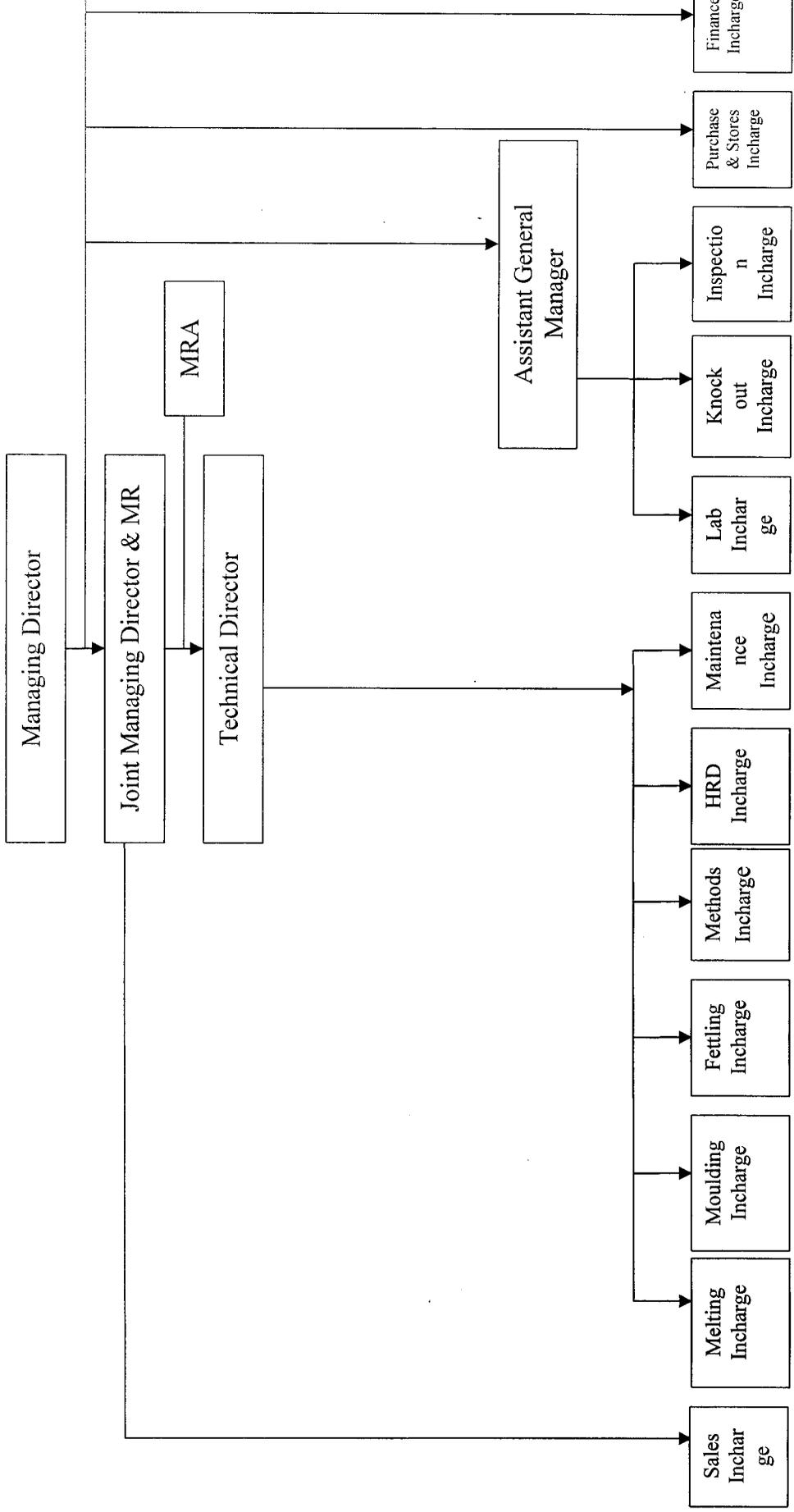
2.1 History of the organization

AVCL was founded in the year 1992, as a private limited company at Coimbatore. Subsequently it was converted into a public limited company. Over a decade the company has been catering to the needs of its customers. Initially the company was concentrating only in the local market for sale of alloy and steel castings, to extend its operations the company entered into the European market during the year 1996-1997. Now the company is exporting 90% of its production to the European countries. The increase in demand of the foreign customers showed their preference to the quality and reliability. Since 14 years, AVCL geared up its production infrastructure to engineer and manufacture state-of-the-art products to cater the industry.

The company has wide range of product mix for manufacturing castings of different grades with the dedicated workforce and committed management. The company achieved commendable performance during the year 2005-2006. Presently, the company enjoys a turnover of 120 crores per year.

This fetch a crown to the company by the best exporter award namely, “**The Institute of Indian Foundry Men**”, Coimbatore Chapter for the year 2003-2004.

2.2 Organization Structure



2.3 (a) Product profile

Anugraha Valve Castings Limited (AVCL) is one of the leading steel foundries situated in the steel hub South India, Coimbatore. For the past 14 years AVCL has been serving to the major valve manufacturers who cater engineering, petroleum, chemical and gas industries globally. Their reputation is built on providing timely delivery and superior quality.

AVCL's main focus is on the production of industrial valve castings with varied sizes according to quality standard specifications in raw and fully machined condition. They strive to provide their customers with the shortest possible lead time in the industry and excellent customer service.

The company is well equipped with manufacturing and testing facilities. Castings of different sizes are being manufactured to the following specifications both rough and machined condition

- Carbon and low alloy steels
- Austenitic stainless steels
- Nickel and Nickel alloys
- Austenitic ductile irons
- Precipitation hardening stainless steels
- Martensic stainless steels.

Initially the company was concentrating only in the local market for sale of alloy and steel castings. It has now extended the operations by entering into the European market from 1996-1997. Castings are being manufactured to cater the requirements of the following sectors:

- Chemical
- Power
- Earth moving &
- General Engineering.

2.3.1 Quality Objectives

- Updating the processes with latest available techniques
- Continuous improvement in the quality based on customer satisfaction measurement
- Continually updating the technology by interacting with the experts in the respective fields
- Excelling in communication with the customer to understand and fulfill their needs
- Frequent monitoring of the effectiveness of each process and the quality management system
- Periodical review to enable continual improvement in all areas
- Continuous Training for the employees by upgrading their skills to meet the requirements

2.3.2 Quality Policy

AVCL strives to achieve maximum customer satisfaction by meeting the stated and implied needs of the customer. Manufacturing castings with updated technology and continually improved and effective quality management helps the company to achieve the target.

The stated needs of the customer are to fulfill their requirements regarding the specifications of castings and the grade to be produced.

The company does not only fulfill the stated needs but also identifies the implied needs where the customers are hopeful in giving continuous orders so that the turnover of the company is also improved. AVCL is also providing value added services in production of quality product. Since it maintains close interaction with the customers it tries to fulfill the needs of the customers efficiently.

Customer satisfaction by providing on time delivery of products with effective quality system implementation keeps them loyal to the organization in giving frequent orders.

The top management of AVCL is committed towards customer focus and enhancing customer satisfaction by

- Meeting the customers in person frequently
- Analyzing repeated orders
- Monitoring customer complaints and rejections and taking corrective action
- By improving customer communication methods with latest available technology

2.3.3 Approvals

The company is recognized to many castings under the purview of Indian boiler regulations and engineers India limited. The company has obtained the following approval:

Approvals	Certification agency
ISO 9001:2000	Lloyd's register for quality assurance
PED – 97/23/EC – RWTUV	TUV India pvt ltd
AD 2000 – merkblatt WO RWTUV	TUV India pvt ltd
Approved manufacturer	Lloyd's Register Asia
Approval of materials	Bureau Veritas – Marine division
Approval of manufacturer	Det norske veritas
Approval of foundry	American bureau of shipping

2.3 (b) Market Potential

The world market of industry valves is subject to many influences such as globalization, amalgamation, and growing concentration of ownership between end users, worldwide long range alliances between valve makers and large industries as well as large construction companies, eliminating temporary competition.

The valve industry in the western world has changed a lot lately with conglomerates taking over independent family businesses, users changing the way they buy valves and famous brand names releasing workers from their production facilities in North America, Europe and Japan and having their valves built in Japan, India, Korea and Eastern Europe to reduce cost and increase profits.

Production from various valve manufacturing units meets the requirements of power, oil, exploration, refinery, petrochemicals, fertilizer, steel, paper, pulp and other processing industries. Though there has been growth in the power sector and oil exploration primarily because of public sector funding, rapid growth in the process industries fuelled by private investment is not envisaged over the next few years. The fertilizer industry has been stagment for the past five years, though steel is picking up.

2.3.4 Issues faced by valve community

There are many important issues faced by the valve community such as the new requirements are being imposed continuously that involve substantial cost with little benefit and the users are not willing to pay anything extra.

The industry also meet new passionate individuals who are willing to dream and bring to the market innovative designs and services similar to Eight pioneers elected recently to the USA Hall of fame for the contributions for the advancement of valve technology, as well as for their dynamic leadership.

2.4 Competitive strength of the company

The strength of the company which results in higher productivity are:

- Quality of the product
- Timely delivery
- Competitive pricing
- Flexibility in adapting changes
- Effectiveness in communication

2.4.1 Quality Assurance

- Quality of the product is maintained at all means to give assurance to the customers.
- Customer order requirements are basis for supplying product according to their specifications. The product specifications are as per American and European standards.
- Laboratory activities such as chemical and mechanical testing, heat treatment of the samples, inter granular testing, erosion test are done. Microstructure study is done by analyzing the original structure of the product based on the grade of the product given in specifications.
- In the Moulding stage, silicon sand, sodium silicate and collapsible agents are the mixture to get the mould.
- Melting process involves ferro alloys and ms scrap as well as ss scrap which are considered to be the critical products. The above forms the composition of the product.
- Cutting is then made to remove the extra metal.
 - Heat treatment
 - Tensile testing to test elasticity
 - Impact testing
- At the fettling stage the excess portion of the casting is removed to get the proper shape.

- The product obtained is thus inspected and deviations are corrected and defects are removed.
- NDT (Non-Destructive Testing) such as Radiographic testing, Penetrant testing, Ultrasonic testing, Magnetic particle testing to check the volumetric defects in the castings are done so that customers are ensured of sound castings.

2.4.2 Timely Delivery

Monthly schedule is prepared on the basis of customer delivery commitment. An agreement is put forth between the customer and the management in supplying the casting at the specified date. The monthly schedule is sent to all the departments from which weekly schedule is prepared to allocate the work efficiently.

2.4.3 Competitive pricing

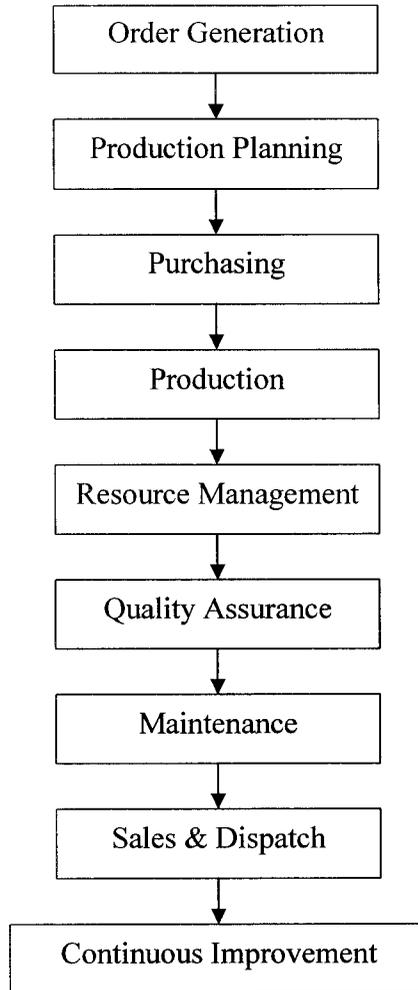
The basis for pricing depends upon the fluctuations in the raw material's price that change frequently for every three months. For every 1% increase in per tone value, the product price differs in the market. Thus the price of the product range is met competitively to meet the demands of the customers.

2.4.4 Flexibility in adapting changes

The internal as well as the external forces drive the company to compete with the market condition. The external forces which drive the organization are tax benefits, government statutory rules, competing with other companies to satisfy customer requirements regarding workmen benefits which the company gives for its enlistment. The benefits may be retirement benefits, welfare benefits and security measures. The internal forces are to fulfill the needs of the employees regarding salary, infrastructure, training, motivation, performance evaluation and to make them work effectively.

2.4.5 Effectiveness in Communication The company provides a smooth way of communication to help in decision making. The meetings are promptly held on to convey important messages and take decisions regarding implementation of new plans. Effectiveness in communication is needed to obtain the ultimate goal of the Organization.

2.4.6 Sequence and interaction of processes



2.5 Human Resource Management:

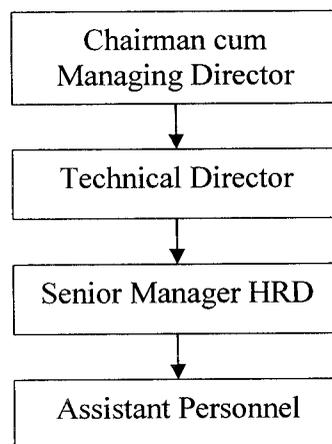
Human resource management refers to employing people, developing them, maintaining and compensating their services in tune with the job and organizational requirements.

Personnel management as defined by the institute of personnel management in U.K and subsequently adopted by the Indian institute of personnel management is as follows:

“Personnel management is a responsibility of all those who manage people, as well as being a description of the work for those who are employed as specialists. It is that part of the management which is concerned with people at work and with relationships within an enterprise. It applies not only to industry and commerce but also to all fields of employment”.

2.5.1 Human Resource Functions

The department of HR works with the guidance and assistance of the top management. The organizational chart of the HRD is as follows:



The responsibilities of the senior manager HRD are preparing, achieving and updating departmental objectives and maintaining all corresponding evidence of the same.

2.5.2 Objectives of Human resource department

- Arranging for recruitment of employees at all levels when specified by the departmental heads
- Maintaining ESI, Gratuity, PF and inspector of factories details and records
- Maintaining house keeping all over the organization for better environmental management
- Responsible for safety of employees and providing them with adequate safety accessories
- Waste disposal from all the department
- Preparing and maintaining skill inventory of existing employees
- Organizing and arranging training programmes as per recommendations of the departmental heads
- Display, issue and educating about the quality policy to all the existing employees
- Responsible for overall quality policy awareness
- Motivate and equip them to achieve the business plan

2.6 HR Strategies

HR strategy is a long term direction of the HR function in an organization. With the changing dynamics of HR function and it becoming most strategic in nature there is greater need for strategy. It enables the organization to remain effective in managing people in line with changing business environment.

2.6.1 Recruitment

The ideal recruitment programme of the organization is to attract a relatively larger number of qualified applicants who will survive the screening process and positions with the organization when offered.

2.6.2 Optimistic Manpower

One of the AVCL's HR strategies is to ensure optimistic man power to all the departments. By knowing

- How many and what type of employees are required
- Where and how to look for individuals with prior qualifications and interest
- What inducements to use for various type of employee groups
- How to distinguish employees who are unqualified from those who have good chance to succeed

2.6.3 Labor relations

Labor problems in the organization turn up to terminate production. So AVCL aims to avoid labor problems by providing all benefits to the workers and satisfy their needs.

2.6.4 Modernization

Modernizing the production process reduces fatigue to the workers in all departments. The equipments and machineries used in producing the products are designed to cater every need and updated periodically.

2.6.5 Employee welfare

One of the important HR strategy is to have concern for the human who are considered to be the assets of the organization. Some of the welfare measures adopted are

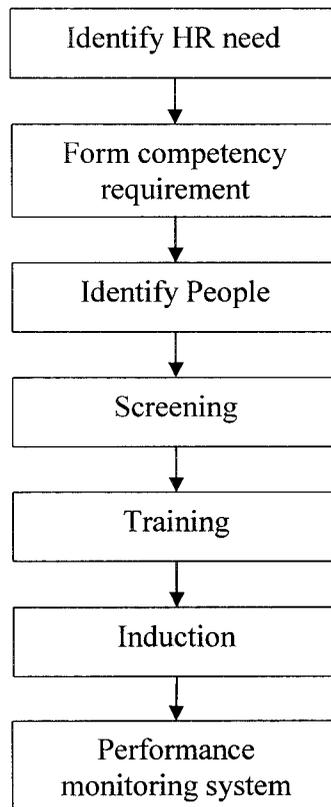
- Providing ESI for all the workers both men and women
- Transport facilities for the employees
- Increase the standard of living
- Other societal welfare measures

2.7 HR Practices

2.7.1 Recruitment

In this stage it is first essential to identify the HR, based on the Organizational need.

The following are the steps to select the right person for the right job.



Advertisements are published in newspapers such that the skilled applicants for the job are also invited. The applications are scrutinized and passed on to the HR department for interview.

2.7.2 Interview

Oral interview is conducted by the HR manager considering the needs of other departments.

The HR manager is informed about the abilities required by the departmental head which serves as a need to perform the task. The criteria for evaluation are as below:

- Oral communication
- Written communication
- Personality
- Neatness
- General knowledge
- Overall experience
- Specialized knowledge
- Knowledge in other fields

2.7.3 Induction

AVCL carries out the best induction programme for the entire fresher group. They are introduced to other workers in the department and are informed clearly about their responsibility and authority. A period of six months is allotted for the induction programme with regard to all the fields.

2.7.4 Training and Development

Training and development programme helps to remove performance deficiencies in employees. Employees become efficient after undergoing training. At AVCL training is conducted to:

- Improve morale of the workforce
- Improve job knowledge
- Improve skills at all levels of the organization
- Aids in Organizational development
- Aids in carrying out organizational policies
- Aids in increasing productivity and Quality of work

On the job training is inculcated in order to show the trainee how to perform the job tasks. It is the most effective method as the trainee learns by experience, making him highly competent.

Training aids such as LCD's, Graphs, charts, audio and visual presentations are made with a wide range of realistic examples of job conditions and situations in the condensed period of time.

2.7.5 Performance Appraisal

AVCL feels that employee assessment is one of the fundamental jobs of HRM, but not an easy one though. Immediate superior in that department is the person who appraises the performance of his or her subordinates. The basis of performance appraisal rating is as below which is followed by the organization:

- Punctuality
- Behavior
- Understandability
- Intelligence
- Communication
- Knowledge
- Smartness
- Coordination
- Safety implementation
- Maturity and emotional stability
- Interest in leadership

2.7.6 Motivation

Motivation is one of the employee retention tools in the organization and to work efficiently. Some of the practices with which employees are motivated in the organization are as follows:

- Benefits by providing Incentives
- Parties and special gifts for their performance

- Providing monetary benefits related to social security measures such as ESI (Employee State Insurance), PF (Provident Fund), Bonus and Gratuity.
- Creating awareness in their role to achieve company goals and strategies
- Rewards based on the performance and their experience
- Promotion policies include both seniority and merit based. Also initiated for the outstanding performance of the employees.

2.7.7 Safety equipments

Safety equipments are provided to the workers at all hazardous areas in the organization. Equipments for body protection eye protection are provided to the workers ensuring their work safety. Helmet, Ear muffs, Shoes, Air plugs, Apron, Goggles and Glucose to ensure safety of their health are provided.

- Periodical health check up and medical examination is arranged for all the employees
- Free Eye check ups are also conducted periodically for employees who are involved in precision works.

2.7.8 Employee Communication

Communication plays a vital role in the system as a whole. It has an impact on motivation and interpersonal behavior of employees in the organization. Proper top-down approach of communication system is implemented to avoid misinterpretation and distortion of information which thereby improves superior-subordinate relationship. Organizational charts have been designed in such a way to avoid overlapping and confusion of information flow.

Chapter III
Macro Micro Analysis

3.1.1 Training

Training helps the trainee to learn, understand and to remember facts, information and principles. It is the process whereby people learn the skills, knowledge, attitude and behavior needed in order to perform their job effectively. No big industrial organization can long ignore the training and development needs of its employees without seriously inhibiting its performance.

Even the most careful selection does not eliminate the need for training, since people are not moulded to specifications and rarely meet the demands of their jobs accurately. It is the process of assisting a person to enhance his efficiency and effectiveness in work by improving and updating the professional knowledge by developing skills relevant to the work and cultivating appropriate behavior and attitudes towards work and people.

It cannot be taught in the classroom it is the result of practicing the use of knowledge and skill techniques and attitude over a period of time in different work situations. Training is vital and necessary activity in all organizations. It plays a large part in determining the effectiveness and efficiency of the establishment.

3.1.2 Trainer

A person who trains people about a particular skill or type of behavior is known as a trainer. He is a person who gives instructions on a particular job or profession.

3.1.3 Trainee

A person undergoing training for a particular job or profession is known as a trainee.

3.1.4 Types of Training

(a) On the Job Training

On the job training is imparted to the employees while at work place. It involves the following kinds:

- Job Rotation
 - This involves employees being assigned different jobs from time to time
- Internship Training
 - This refers to the joint programme which brings out the balance between theory and practice arranged by educational institutions and corporate.
- Apprenticeship Training
 - This training enables one to attain proficiency under the direct supervision of experts.
- Vestibule Training
 - This training attempts to duplicate on-the-job situations in a classroom.

(b) Off the Job Training

Training which not a part of everyday job is is said to be off the job training. It has no involvement with the organization.

- Case Studies
 - This Training involves discussion of data that present issues and problems aiming at solutions or action.
- Lectures
 - This Training involves formal organized talks by the training specialists on specialized topic.

- Role Play
 - This Training involves making Trainees to act out a given role, as in the stage play.
- Seminar
 - This Training refers to either theoretical studies or practical problems by one or more trainers.

3.2 Training in AVCL

Training is to operationalise AVCL's quality policy and to ensure continuous training, which is one of company's core values. Training is said to be the input for strategic and operational excellence in the overall work environment.

3.2.1 Training Needs

The training needs are identified as below:

- Absenteeism
- Accident rate
- Rejections
- Discipline

A training need survey is conducted by the HR department, considering the organizational needs. Then the HR department acquires information about the possible training needs.

3.2.2 Selection of Trainers

Trainers are identified from both outside the organization and within the organization. A record is maintained for the trainers or the faculties who conduct training for the employees. External training programmes undergone by the employees are also monitored and recorded by the HR department.

3.2.3 Types of Training

One form of training process is preceded by the new recruitment process. The types of training imparted to the employees by the organization are listed as below:

(a) Induction & Inplant Training

- Selected candidate is induced by issuance of policy booklet and explanation of the policy and other requirements by HRD.
- If the newly recruited is without prior experience then HRD arranges for an in plant training by designating the person as trainee for 6 months. The person is evaluated after 6 months, if found not satisfactory then the training period is further extended for further 6 months.
- The training period of any trainee is extended to a maximum of 3 years and if the performance of the trainee is still unsatisfactory then, he is terminated.
- If the trainee performs satisfactory during the review period, then he is allotted and designated by issuing allotment of training/ responsibility and authority from the Head of the department (HOD).

(b) Continuous Training

- Training needs are identified by the HOD and informed to HRD through training need and review form or as instructed by the management.
- HRD decides on Faculty, time, venue, date in consultation with the Management Representative (MR) and HOD and also ensures that newly appointed employees are identified for Awareness training on ISO within 3 months of induction and prepares training schedule for HRD accordingly.
- HRD arranges for training in stipulated date and if the training could not be conducted then the same is rescheduled in consultation with the faculty.
- The training execution details are logged in: training need, training attendance and review.
- HRD arranges for review of the effectiveness of the training after a period decided in consultation with the MR and HOD and logs the findings.

- If the training is unsatisfactory then the training is rescheduled and inducted in training schedule.
- Cancellation of the training is also done.
- Finally, the effectiveness of training is checked.

Type of training	Employee	Review type	Records	Action when not satisfactory
ISO Awareness by issuing booklet	Staff	Questionnaire	Questionnaire	Awareness training arranged
	Workers	Interview/ Questionnaire	As applicable	Explain policy
ISO Awareness Training	Staff	Questionnaire	Questionnaire	Reschedule
External General Training	Staff	Training to others by person who attended	Questionnaire	Reschedule Compulsory
External Process Oriented Training	Staff	Training to others by person who attended	Questionnaire	Reschedule Compulsory
Internal Training	Staff & Workers	Effect of training in their work. Interviewing	Other related reports	Reschedule

3.2.4 Methods of Training

The methods of training the employees are as below:

- On-the-job Training
- Workshops
- Lectures
- Case Studies

3.2.5 Approaches of training

The approaches used during the training are as below:

- Paper Presentation
- Oral Presentation
- Slide Show
- OHP Presentation
- Charts

Since the middle level executives face enormous challenges in their job, they are focused upon in this particular study in the organization. They have the utmost need for training as they are exposed to critical business processes. Only training improves their efficiency.

Chapter IV
Data Analysis & Interpretations

CHAPTER 4

4.1 Data analysis & Interpretations

Table I

Table showing the participation of respondents in training programmes

S. No.	Training programmes attended	No. of Respondents	Percentage
1.	Yes	80	100%
2.	No	Nil	–

Inference

From the above table it is evident that 100% of the respondents have participated in the training programmes. Hence, it can be concluded that all the middle level executives of Anugraha valve castings ltd are given training in both behavioral and technical aspects.

Table II

Table depicting the number of training programmes attended

S. No.	No. of Training programmes attended	No. of Respondents	Percentage
1.	1	15	18.75%
2.	2	21	26.25%
3.	3	13	16.25%
4.	4	12	15%
5.	5	19	23.75%
6.	Non Respondents	-	-

Inference

From the above table it is inferred that 21 respondents comprising of 26.25% of the respondents have attended 2 training programmes, 23.75% have attended 5 training programmes, 18.75% have attended 1 programme, 16.25% have attended 3 and 15% have attended 4 training programmes.

Therefore it can be concluded that on an average of 81.25% of the respondents have attended two or more training programmes.

Chart depicting the number of training programmes attended

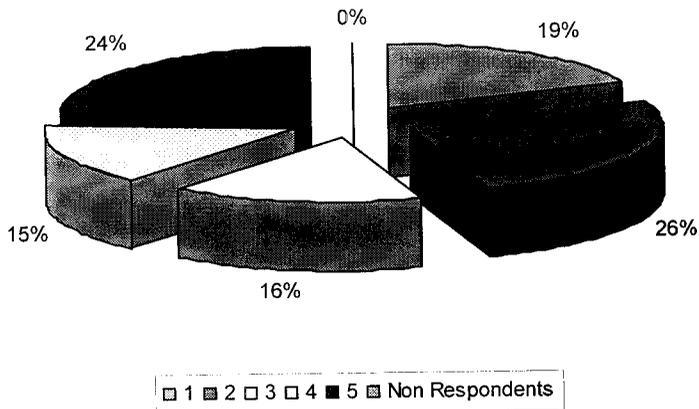


Table III

Table indicating types of training undergone by the respondents

S. No.	Kinds of Training	No. of Respondents	Percentage
1.	Classroom	48	60%
2.	Case study	11	13.75%
3.	Simulation Exercises	7	8.75%
4.	Role play	8	10%
5.	Others	6	7.5%

Inference

The above table indicates 60% of the respondents have undergone classroom training, 13.75% of the respondents have undergone case study method, 10% have undergone role play, 8.75% of the respondents have taken up simulation exercises and 7.5% other methods.

Hence it is concluded predominantly a large quantum of respondents have attended classroom training.

Chart indicating the types of training undergone by the respondents

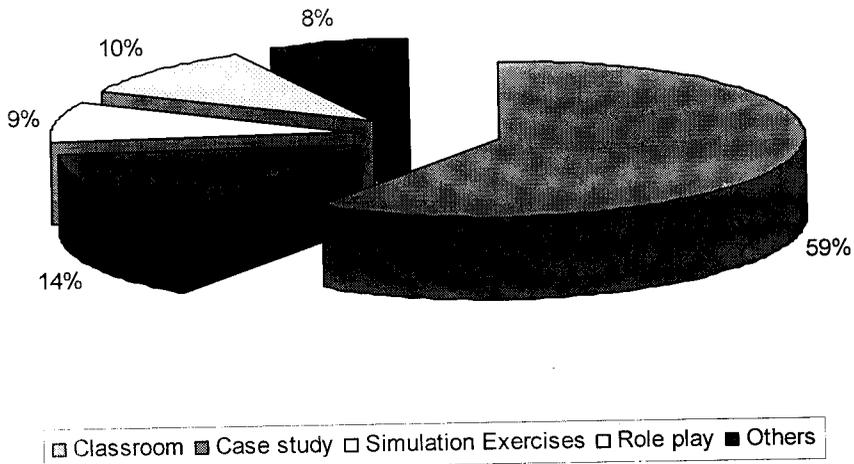


Table IV

Table depicting the basis for identification of training needs

S. No.	Particulars	No. of Respondents	Percentage
1.	Identified by the respondent	19	23.75%
2.	Identified by HOD	35	43.75%
3.	Selected by the organization	26	32.5%

Inference

It can be inferred from the above table that the identification of training needs for 23.75% of respondents is done by themselves, 32.5% of the respondents are selected by the organization for specific training depending on the organizational needs and 43.75% of respondents have been identified by the heads of the department.

Thus it can be concluded that a majority of training needs are identified by the head of the department.

Chart depicting the basis for identification of training needs

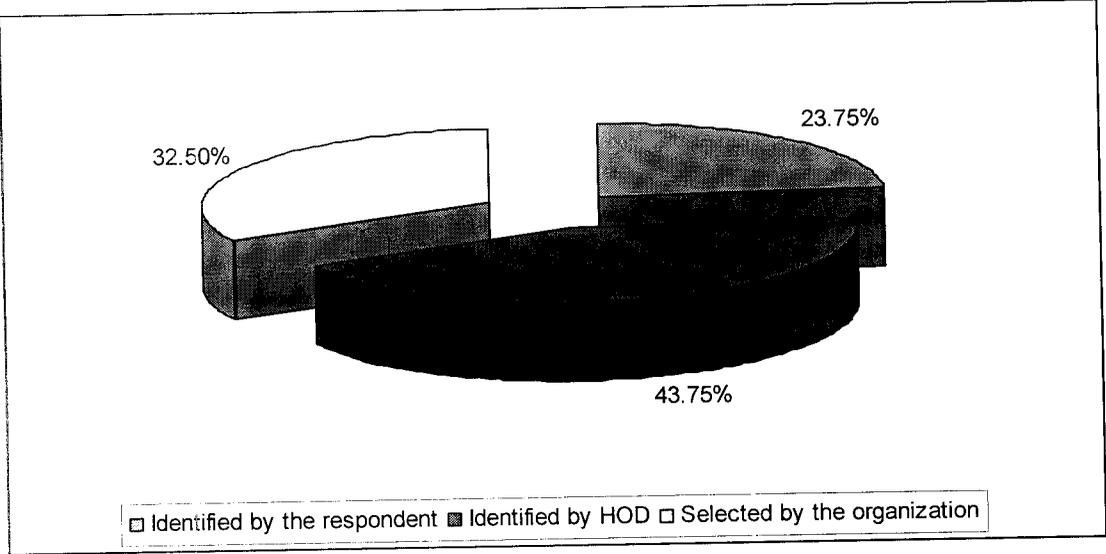


Table V

Table indicating the duration of training programme attended by the respondents

S. No.	No. of Days	No. of Respondents	Percentage
1.	One day	-	-
2.	Two days	23	28.75%
3.	Three days	17	21.25%
4.	Four days	14	17.5%
5.	Five days	26	32.5%

Inference

We can infer from the above table that 17.5% of respondents have attended 4 days of training, 21.25% of the respondents have attended 3 days, 28.75% have attended 2 days and 32.5% have attended 5 days of training.

Hence we can conclude that all the respondents have attended training for more than 2 days.

Chart indicating the duration of training programme attended by the respondents

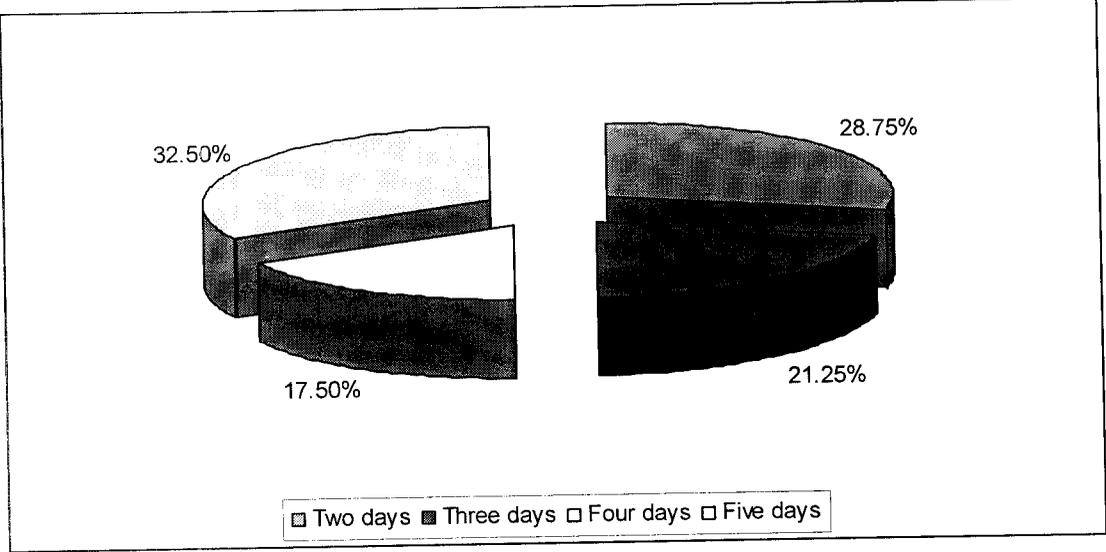


Table VI

Table showing the respondents attitude towards the duration of training programmes

S. No.	Sufficiency of Duration	No. of Respondents	Percentage
1.	Yes	77	96.25%
2.	No	3	3.75%

Inference

From the above table it is clear that 96.25% of the respondents found the duration of the programme to be sufficient where as 3.75% thought it was insufficient.

Table VII

Table depicting the type of trainers who have imparted training

S. No.	Trainers	No. of Respondents	Percentage
1.	In-house trainers	23	28.75%
2.	Outsiders	27	33.75%
3.	Both	30	37.5%

Inference

From the above table we find that 28.75% of respondents were trained within the organization, 33.75% were trained outside the organization and 37.5% were trained within and also by external trainers.

Therefore it can be concluded that AVCL recruits trainers from within and outside the organization to train its employees.

Chart depicting the type of trainers who have imparted training

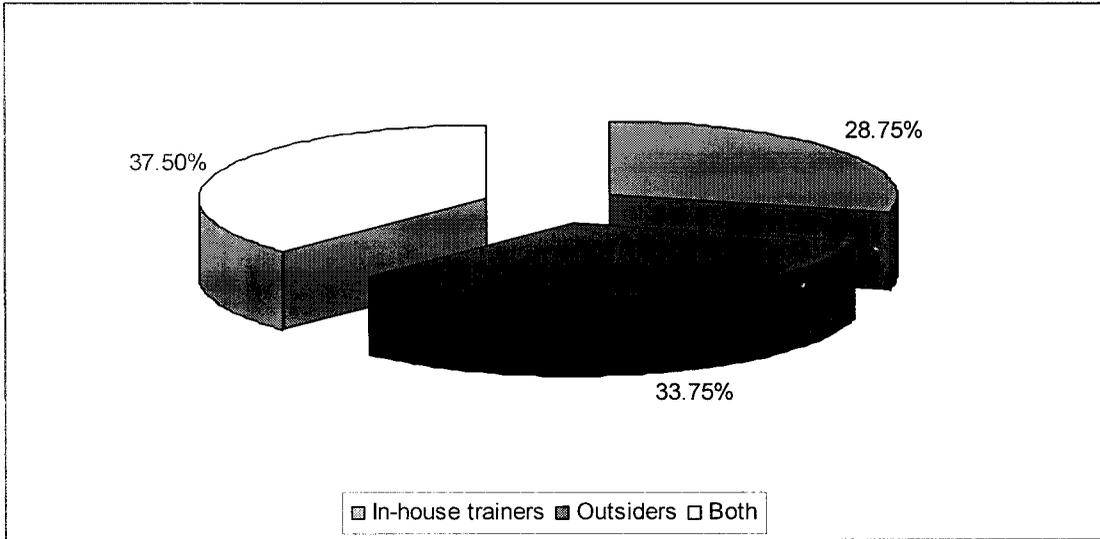


Table VIII

Table indicating the grade of In-house trainers

S. No.	Designation of in-house trainers	No. of Respondents	Percentage
1.	Head of the department	16	20%
2.	HR Employee	10	12.5%
3.	HR officer	18	22.5%
4.	Training officer	21	26.25%
5.	Faculty	15	18.75%

Inference

The above table indicates that 26.25% of the trainers were Training officers, 22.5% were HR officers, 20% were heads of various departments, 18.75% of the trainers were faculty members of the training team formed out of all departments and 12.5% of the trainers were HR employees.

Therefore it is concluded that the training officer of the concerned Department conducted the majority of the training programmes for the respondents.

Chart indicating the grade of the in-house trainers

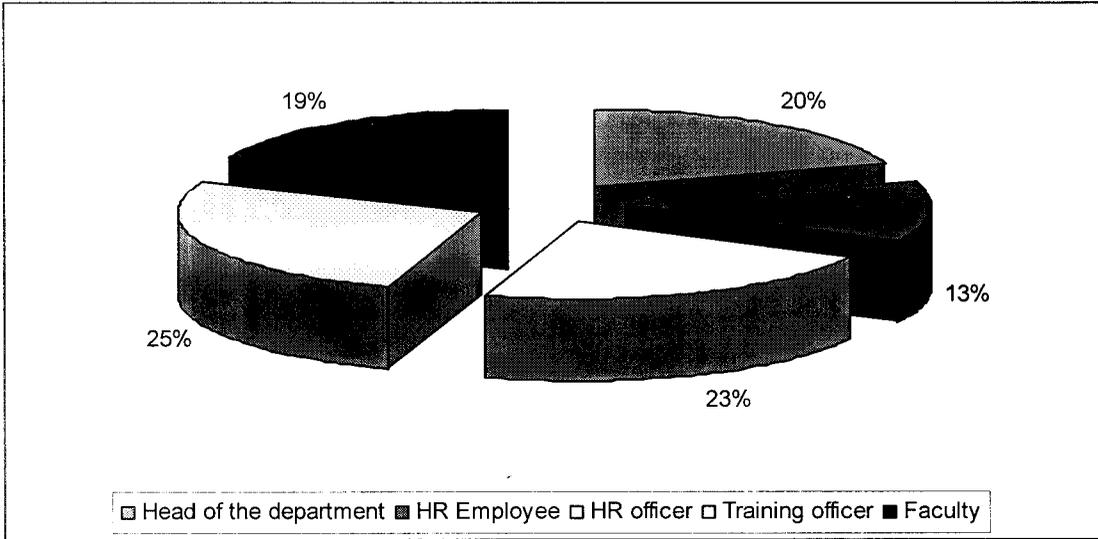


Table IX

Table showing the respondents opinion towards the types of training

S. No.	Types of Training	No. of Respondents	Percentage
1.	Within the organization	19	23.75%
2.	Outside the organization	17	21.25%
3.	Both	44	55%

Inference

From the above table it is inferred that 21.25% of respondents prefer training outside the organization, 23.75% of the prefer training within the organization and 55% of the respondents prefer training both within and outside the organization.

Hence we conclude that the majority of the respondents prefer both external and internal training.

Chart showing the respondents opinion towards the types of training

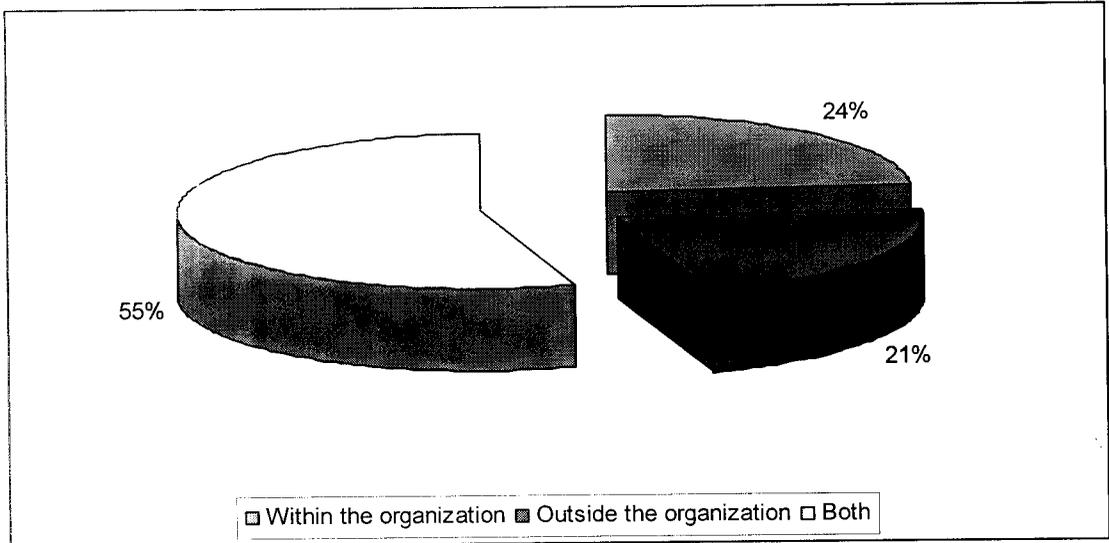


Table X

Table showing the respondents attitude towards training

S. No.	Expectation Met	No. of Respondents	Percentage
1.	Yes	80	100%
2.	No	Nil	-

Inference

From the above table it is evident that 100% of the respondents found the training to be up to their expectations.

Therefore, it can be concluded that all the respondents find the training in AVCL to be very good.

Table XI

Table depicting opinion regarding improvement in performance as a result of attending training programmes

S. No.	Improvement in Performance	No. of Respondents	Percentage
1.	Yes	80	100%
2.	No	Nil	-

Inference

From the above table it is evident that 100% of the respondents have found an improvement in their performance after undergoing training in AVCL.

Table XII

Table depicting the acceleration of promotional opportunities through training

S. No.	Acceleration of Promotional Opportunities	No. of Respondents	Percentage
1.	Yes	80	100%
2.	No	Nil	-

Inference

This table depicts that 100% of the respondents feel that the promotional opportunities have been more rapid after they have undergone training.

Thus, it can be rightly said that training helps in accelerating the promotional opportunities.

Table XIII

Table showing the attitude of the respondents regarding the effectiveness of training programmes

S. No.	Effectiveness of Training	No. of Respondents	Percentage
1.	Highly Satisfactory	59	73.75%
2.	Satisfactory	21	26.25%
3.	Neutral	-	-
4.	Dissatisfactory	-	-
5.	Highly Dissatisfactory	-	-

Inference

From the above table it is very evident that the majority comprising of 73.75% of respondents found the training to be very effective while the rest i.e. 26.25% found it to be effective.

Thus it can be concluded that majority of the respondents find the training programme conducted by AVCL, to be very good.

Chart showing the attitude of the respondents regarding the effectiveness of training programmes

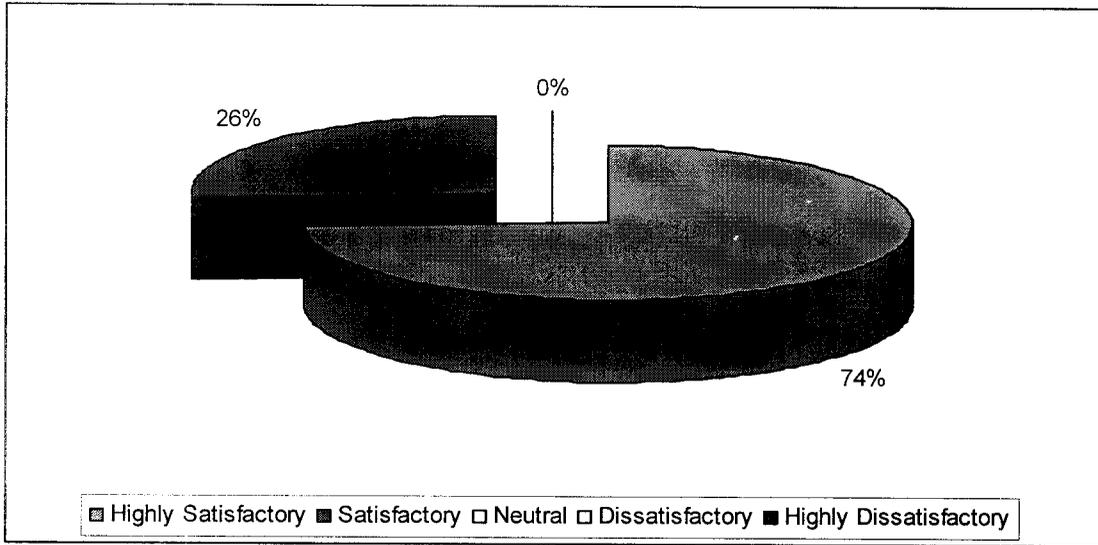


Table XIV

Table indicating the usefulness of various approaches of training

S. No.	Usefulness of various training approaches	No. of Respondents	Percentage
1.	Yes	80	100%
2.	No	Nil	-

Inference

From the above table it is evident that 100% of the respondents find the approaches used during the training programme to be helpful.

Thus, it can be rightly said that training approaches such as control charts, PowerPoint displays, LCD presentations, etc are very important for the training to be effective and learning takes place at a quicker pace.

Table XV

Table depicting the respondent's awareness of evaluation methods

S. No.	Awareness of method of Evaluation	No. of Respondents	Percentage
1.	Yes	73	91.25%
2.	No	7	8.75%

Inference

From the above table it is found that 91.25% of the respondents are aware of the methods of evaluation, where as the remaining i.e. 8.75% are not aware of the method of Evaluation.

Chart depicting the respondent's awareness of Evaluation methods

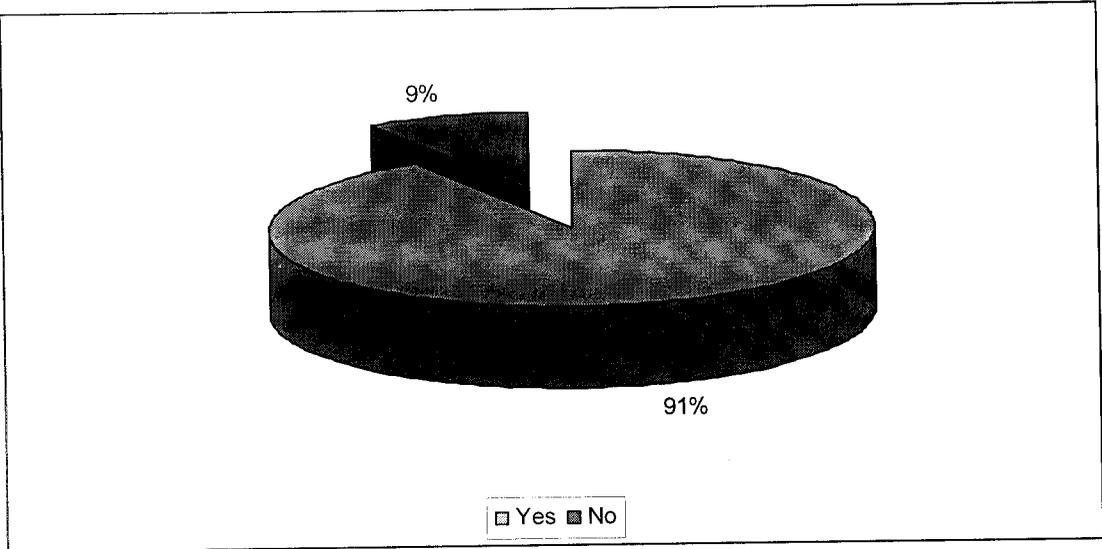


Table XVI

Table showing the capability of method of Evaluation to measure the improvement in performance

S. No.	Capability of Measuring	No. of Respondents	Percentage
1.	Yes	78	97.5%
2.	No	2	2.5%

Inference

From the above table, 97.5% of the respondents agree that the method of evaluation is capable of measuring the improvement in performance of 2.5% i.e. respondent disagrees on this statement.

Thus, it can be concluded that majority of respondent find the method of evaluation to be capable of measuring the trainees' improvement in performance.

Table XVII

Table Showing the Relationship between work experience and number of training programmes attended

Work Experience	No. of training attended	Total no. of respondents	Percentage
0-5	1	2	2.5%
	2	9	11.25%
	3	4	5%
	4	5	6.25%
	5	11	13.75%
	Not attended any	-	-
5-10	1	3	3.75%
	2	2	2.5%
	3	3	3.75%
	4	1	1.25%
	5	2	2.5%
	Not attended any	-	-
10-15	1	1	1.25%
	2	2	2.5%
	3	2	2.5%
	4	3	3.75%
	5	1	1.25%
	Not attended any	5	6.25%
15-20	1	2	2.5%
	2	1	1.25%
	3	2	2.5%
	4	1	1.25%
	5	1	1.25%
	Not attended any	-	-
20-25	1	2	2.5%
	2	1	1.25%
	3	3	3.75%
	4	1	1.25%
	5	1	1.25%
	Not attended any	-	-
25-30	1	1	1.25%
	2	2	2.5%
	3	2	2.5%
	4	-	-
	5	-	-
	Not attended any	4	5%

Inference

From the above table, it can be inferred that majority of training programmes were provided to the newly joined executives who had an experience of less than 5 years. From the study it is evident that executives with more experience are given less training.

Hence it can be concluded that although the most experienced executives should have undergone more number of training than the less experienced officers in AVCL, who have joined after 2000 have undergone more number of training programmes than the senior counterparts.

Chi-Square Test

The Chi-Square test has been applied to question no.18 for the middle level executives. The hypothesis has been framed and chi-square test is applied to find out the relationship between two variables, i.e. the factors involved in training programme and the success of training programme.

Null Hypothesis H_0 = The various factors involved in a training programme, i.e. method of training, approaches, duration, evaluation and the success of training programme are independent i.e. Success of the training does not depend on the input and content of training.

Alternate Hypothesis H_a = The various factors involved in a training programme, i.e. method of training, approaches, duration, evaluation and the success of training programme are interdependent i.e. Success of training depends on the input and content of training.

Conclusion

The calculated value of X^2 [31.4552] is much higher than the table value [26.296]. Therefore the result does not support the null hypothesis. Hence it can be concluded that the various factors involved in a training programme, i.e. method of training, approaches, duration, evaluation and the success of training programme are interdependent i.e. Success of training depends on the input and content of training.

Chapter V
Conclusions

CHAPTER 5

CONCLUSIONS

5.1 Results and Discussions

The main aim of the study is to find out the effectiveness of the executive training programme at AVCL. The findings of the various factors of the training such as the approaches, methods of training, duration, evaluation have a great impact on the success of the training programme.

1. From the study, it is evident that 100% of the respondents have participated in the training programmes. Hence, it can be concluded that all the middle level executives of Anugraha valve castings ltd are provided training.
2. The study reveals that that 21 respondents comprising of 26.25% of the respondents have attended 2 training programmes, 23.75% have attended 5 training programmes, 18.75% have attended 1 programme, 16.25% have attended 3 and 15% have attended 4 training programmes. Therefore it can be concluded that on an average of 81.25% of the respondents have attended two or more training programmes.
3. The study indicates that 60% of the respondents have undergone classroom training, 13.75% of the respondents have undergone case study method, 10% have undergone role play, 8.75% of the respondents have taken up simulation exercises and 7.5% other methods. Hence it is concluded predominantly a large quantum of respondents have attended classroom training.
4. It can be inferred from the study that the identification of training needs for 23.75% of respondents is done by themselves, 32.5% of the respondents are selected by the organization for specific training depending on the organizational needs and 43.75% of respondents have been identified by the heads of the department. Thus it can be concluded that a majority of training needs are identified by the head of the department.
5. The study shows that the 17.5% of respondents have attended 4 days of training, 21.25% of the respondents have attended 3 days, 28.75% have attended 2 days

and 32.5% have attended 5 days of training. Hence we can conclude that all the respondents have attended training for more than 2 days.

6. It is clear from the study that 96.25% of the respondents found the duration of the programme to be sufficient where as 3.75% thought it was insufficient.
7. The study reveals that 28.75% of respondents were trained within the organization, 33.75% were trained outside the organization and 37.5% were trained within and also by external trainers. Therefore it can be concluded that AVCL recruits trainers from within and outside the organization to train its employees.
8. It is evident from the study that 26.25% of the trainers were Training officers, 22.5% were HR officers, 20% were heads of various departments, 18.75% of the trainers were faculty members of the training team formed out of all departments and 12.5% of the trainers were HR employees. Therefore it is concluded that the training officer of the concerned Department conducted the majority of the training programmes for the respondents.
9. It is inferred from the study that 21.25% of respondents prefer training outside the organization, 23.75% of the prefer training within the organization and 55% of the respondents prefer training both within and outside the organization. Hence we conclude that the majority of the respondents prefer both external and internal training.
10. The study reveals that 100% of the respondents found the training to be up to their expectations. Therefore, it can be concluded that all the respondents find the training in AVCL to be very good.
11. The study shows that 100%.of the respondents have found an improvement in their performance after undergoing training in AVCL.
12. It is clear from the study that 100% of the respondents feel that the promotional opportunities have been more rapid after they have undergone training. Thus, it can be rightly said that training helps in accelerating the promotional opportunities.
13. The study shows that the majority comprising of 73.75% of respondents found the training to be very effective while the rest i.e. 26.25% found it to be effective.

Thus it can be concluded that majority of the respondents find the training programme conducted by AVCL, to be very good.

14. The study indicates that 100% of the respondents find the approaches used during the training programme to be helpful. Thus, it can be rightly said that training approaches such as control charts, PowerPoint displays, LCD presentations, etc are very important for the training to be effective and learning takes place at a quicker pace.
15. It can be inferred from the study that 91.25% of the respondents are aware of the methods of evaluation; where as the remaining i.e. 8.75% are not aware of the method of evaluation.
16. The study shows that 97.5% of the respondents agree that the method of evaluation is capable of measuring the improvement in performance of 2.5% i.e. respondent disagrees on this statement. Thus, it can be concluded that majority of respondent find the method of evaluation to be capable of measuring the trainees' improvement of performance.
17. The study reveals that majority of training programmes were provided to the newly joined executives who had an experience of less than 5 years. From the study it is evident that executives with more experience are given less training.

5.1.1 Findings

1. A large number of respondents agree that training is taken seriously across the organization.
2. In AVCL, it is a must for employees that various methods of training are undertaken.
3. Majority of training programmes are provided to the newly joined executives who had an experience of less than 5 years. From the study it is evident that executives with more experience are given less training. Hence it can be concluded that although the most experienced executives should have undergone more number of training than the less experienced officers in AVCL, who have joined after 2000 have undergone more number of training programmes than the senior counterparts.
4. The training formulated by the HR department is very innovative and constructive in nature.
5. There is a cordial relationship between the trainers and the trainees. This in turn, helps the executives to approach their superiors regarding the identification of their training needs.
6. The company makes its training objectives and methods of evaluation very clear to the executives. This helps in transfer of learning to take place in a quicker pace.
7. The training programme provided by the company focuses on improving the executive's effectiveness in their job performance. Also making them more independent and creative in their work.

5.2 Considered Recommendations

1. Every person differs from other in his or her characteristics and attitudes. Thus the training provided should be concentrated on people, keeping in view their comfort level with the programme.
2. The more experienced officials should be concentrated much for training as their experience does not provide them with adequate knowledge.
3. The training duration should be extended for a longer period because the duration of 5 days may not be enough for an executive to absorb all that has been taught to him.
4. The executives to be given more number of external training as they would help them to be at ease while getting trained.
5. The company should also adopt a centre of excellence in training where by the other industries and institutions in this field can benefit the expertise available in its human resources.

5.3 Conclusion

This Summer Internship programme gave me an opportunity to gain an insight into the functioning of an organization. It was an opportunity to see the actual working of an organization and the way the staff perform their jobs.

It served me a rare chance to know more about the practical difficulties faced by the organization and the way they are being handled in a matured and experienced way.

This study about the organizational setup enabled me to bridge the gap between the theoretical concepts and practical applications. I deem it a great privilege for having associated myself with the organization and its activities.

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Appendix

Questionnaire

1. Name: _____
2. Designation: _____
3. Qualification: _____
4. Experience:
 0 – 5 5 – 10 10 – 15 15 – 20 20 – 25 25 – 30
5. Have you attended any executive training programme?
 Yes No
6. If yes, How many?
7. What type of training did you undergo?
 Classroom
 Case study
 Role-play
 Simulation exercises
 Others
8. Who identifies the training needs?
 Yourself
 Head of the department
 Organization
9. What was the duration of the programme?
 1 day
 2 days
 3 days
 4 days
 5 days
10. Is the duration scheduled to suffice the requirement?
 Yes No
 a) If yes, why?
 b) If No, why?

11. Who were your trainers?

- In-house trainers
- Outsiders
- Both

12. What was the grade or designation of the in-house trainers?

13. How effective were the in-house trainers?

- Highly satisfactory
- Satisfactory
- Neutral
- Dissatisfactory
- Highly Dissatisfactory

14. What type of training do you prefer?

- Inside the organization
- Outside the organization
- Both

15. Did the programme meet your expectation?

- Yes
- No

16. Did the training improve your performance?

- Yes
- No

a) If Yes, how?

b) If No, why?

17. Do you foresee any promotional opportunities?

- Yes
- No

18. Rank the following based on its importance in the training programme?

- Type of training
- Duration
- Approaches
- Abilities
- Evaluation

19. How effective was the training programme?

- Highly satisfactory
- Satisfactory
- Neutral
- Dissatisfactory
- Highly Dissatisfactory

20. What were the types of training approaches used during the programme?

21. Were the training approaches helpful?

- Yes
- No

a) If Yes, why?

b) If No, why?

22. Were you aware of the method of evaluation?

- Yes
- No

23. Is the evaluation method helpful in analyzing the improvement in performance during training?

- Yes
- No

a) If Yes, why?

b) If No, why?

24. State your suggestions for improving the training programme?

Frequencies

	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied	Total
Type of training	11	6	3	1	1	22
Duration	9	3	3	-	-	15
Approaches	6	5	3	2	1	17
Abilities	8	2	-	-	-	10
Evaluation	1	8	3	3	1	16
Total	35	24	12	6	3	80

$$\begin{aligned}
 X^2 &= \sum (O_{ij} - E_{ij})^2 / E_{ij} \\
 &= 31.4552
 \end{aligned}$$

Degree of freedom:

$$\begin{aligned}
 &= (r-1)(c-1) \\
 &= (5-1)(5-1) \\
 &= 4 \times 4 \\
 &= 16
 \end{aligned}$$

Table value:

$$\begin{aligned}
 \text{Level of significance} &= 5\% \\
 &= 26.296
 \end{aligned}$$