



A STUDY ON EMPLOYEE TRAINING AND DEVELOPMENT NEED IN TOBACCO INDUSTRIES

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ABSTRACT

For every organization, the major asset is its human resources. The study focuses on the Employee training and development needs. Training and development is a critical process, which seeks to improve the Performance of workers in the organization. The training programme enable employee to develop skills, attitude & knowledge. Moreover, the ineffectiveness of training and development of employees in the organisation reduces the organisation's productivity, as organisations depend on having people with the right skills, attitudes and capabilities in order to reach goals effectively. Research methodology are stratified sampling is a type of sampling method in which the total department is divided into smaller department or strata to complete the sampling process, which adopted a quantitative approach. Departments are included production, making & packaging. Accordingly, data was collected using a questionnaire. The research total population are 143. Subsequently, the findings revealed that working conditions rate of 96% were considered during analysis. The data collected were analysed through t-test, Chi Square. It is recommended that certain areas be improved, that is, management support, the provision of feedback to employees and the conducting of employee training on a continuous basis. The findings show that this would improve employee performance, increase productivity and profit maximization in the organization.

Keywords: Training needs, Development, Performance, skills, feedback, increase productivity.

INTRODUCTION

Training is the process of providing required skills to the employee for doing the job effectively, skilfully, and qualitatively. Training of employees is not continuous, but it is periodical and given in specified time. Generally, training will be given by an expert or professional in a related field or job. Training is required at every stage of work and for every person at work. To keep oneself updated with the fast-changing technologies, concepts, values, and environment, training plays a vital role. Training programs are also necessary for any organization for improving the quality of work of the employees at all levels. It is also required when a person is moved from one assignment to another of a different nature. Taking into account this context, this unit aims at providing insight into the concept, need, and methods of training, also areas of evaluation of training, retraining, and dimensions of organizational learning.

Training Methods:

On-the-job methods

Off-the-job methods

Training process:

Decide If Training is needed

Determine What Type of Training is needed

Identifying Goals and Objectives

Implementing the Training

Evaluation Training Program

REVIEW OF LITERATURE:

Training

Clifton & Flink (2005), Training is a learning activity that is directed towards the acquisition of specific knowledge and skills for an occupation or task. Training is a systematic process of altering the behavior of employees in a direction that will achieve organizational goals. It is related to improving present job skills and abilities. It has a current orientation and helps employees to master specific skills and abilities

Dessler (2008), wanted training to focus on new employees, as training is the process of teaching or giving new employees the basic skills they need to perform at their various jobs. Hence, training is a learning process in which employees acquire knowledge, skills, experience, and attitudes that they need to perform their job better for the achievement of their organizational goals

Nigeria (2009), Apart from skills, experience, and competency, emphasis is also placed on experience and attitudes.

Development

Harrison (2000), depicted development as a learning experience of any kind whereby individuals or groups acquire knowledge, skills, values, and behaviors. It is more career-oriented than job-oriented and is concerned with the longer-term development and potential of the individual. The development covers not only those activities which improve job performance but also those which bring about the growth of the personality and helps individual in the progress towards maturity and actualization of their potential capacities so that they become not only good employees but a better person.

Armstrong (2014), argued that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge, and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities, instead of concentrating on improving present job performance.

(Sthapit, 2018), Thus, since training is limited to non-supervisory employees and the development is provided to them when they become fit for future responsibilities as managers, it is hard to specify where training 'leaves off' and development 'begins'

OBJECTIVE OF THE STUDY

To study the Demographic Profile of Employees s in tobacco industries.

To measure the effectiveness of employee training and development

To analyze the outcome of Training to increase productivity.

To analyze the change factors occurring after training and development.

To draw suggestions to improve various Training programs.

RESEARCH METHODOLOGY

The research design adopted is descriptive. The secondary records were collected from specific sources. That includes articles and websites.

Advantages of Training Program

1. Increased efficiency of employees:

An effective training programme can make the employees of the company work in an effective manner. With training people gain confidence and this confidence is seen in the output and results.

2. Reduced supervision:

An employee needs to be supervised when he works. When the employee has got sufficient training the amount of supervision required is less as mistakes are less. This reduces the workload of the supervisor.

3. Less amount of wastage:

The amount of wastage by an employee is reduced a lot due to training and therefore if we take an account of the amount of wastage we find that the company has saved a lot of money.

4. Reduced turnover:

Proper training improves chances of obtaining promotions and employees are happy because they have better opportunities Due to this their chances of leaving their current job reduces greatly thereby reducing employee turnover in the company.

5. Helps new employees in the organization:

Training always benefits employees whether old or new. In case of new employees, training helps them a lot . This is because new employees may not be aware of the functioning of the organization and training helps them to gain knowledge and insight into the working of the company.

6. Better labour –management relations:

Labour – management relations are very essential for any organization. When companies introduce training programs and prepare employees for future jobs and promotions they send out a message to the unions that they are interested in employee welfare. Due to this the unions also adopt a positive attitude and labour- management relations improve.

Need of Training

As the business world is continuously changing and dynamic, organizations will need to provide to their employee training throughout their careers. If they do not provide continuous training they will find it difficult to stay ahead of the competition.

The other benefit of training is that it will keep employees motivated. New skills and knowledge can help to reduce or minimize boredom.

It also demonstrates to the employee that they are valuable enough for the employer to invest in them and their development.

Employee Training can be used to create positive attitudes through clarifying the behaviours and attitudes that are expected from the employee by employer.

Employee Training can be cost effective, as it is cheaper to train existing employees compared to recruitment of new employee with the skills you need.

Training can save the organization money and time if the training helps the employee to become more efficient.

Training Process

Step 1: Decide If Training is needed

The first step in the training process is a basic one: to determine whether a problem can be solved by training. Training is conducted for one or more of these reasons: 1) Required legally or by order or regulation 2) to improve job skills or move into a different position 3) for an organization to remain competitive and profitable. If employees are not performing their jobs properly, it is often assumed that training will bring them up to standard.

Step 2: Determine What Type of Training is needed

The employees themselves can provide valuable information on the training they need. They know what they need/want to make them better at their jobs.

Just ask them! Also, regulatory considerations may require certain training in certain industries and/or job classifications. Once the kind of training that is needed has been determined, it is equally important to determine what kind of training is not needed.

Step 3: Identifying Goals and Objectives

Once the employees' training needs have been identified, employers can then prepare for the training. Clearly stated training objectives will help employers communicate what they want their employees to do, to do better, or to stop doing! Learning objectives do not necessarily have to be written, but in order for the training to be as successful as possible, they should be CLEAR and thought-out before the training begins.

Step 4: Implementing the Training

Training should be conducted by professionals with knowledge and expertise in the given subject area; period. Nothing is worse than being in a classroom with an instructor who has no knowledge of what they are supposed to be teaching! Use in-house, experienced talent or an outside professional training source as the best option.

Step 5: Evaluation Training Program

One way to make sure that the training program is accomplishing its goals is by using an evaluation of the training by both the students and the instructors

Training should have, as one of its critical components, a method of measuring the effectiveness of the training.

TRAINING NEED ANALYSIS

Training Needs Analysis (TNA) is the process in which the company identifies training and development needs of its employees so that they can do their job effectively. It involves a complete analysis of training needs required at various levels of the organisation.

The Three levels of Training needs analysis

Organisational

Operational

Individual

1. Training Needs Analysis at the Organizational Level

While most organizations invest in employee training, year after year, not every training program is aligned with business goals. Training needs analysis at the organizational level will help identify training programs that would help achieve the **strategic business objectives** of the organization.

2. Training Need Analysis at the operational Level

At the operational level, training needs analysis determines what kind of training needs to be given to employees to achieve a specified level of proficiency. This analysis can help identify the knowledge and skills required to perform specific jobs at the Workplace.

3. Training Needs Analysis at the Individual Level

At the individual or personal level, TNA checks how each employee performs in his/her job role. The difference between the expected performance and the actual performance helps you arrive at the training need.

Conclusion

This study focuses in employee training and development needs in tobacco industries identified which will be useful in charting out the training plan for them based on their skill gaps. This study also will help to increase organization's productivity and quality of the product and also helps in reducing the occurrence of accidents / incidents due to improper way of work by unskilled labour.

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