A STUDY ON TRAINING AND DEVELOPMENT AT HINDALCO INDUSTRIES LIMITED

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ABSTRACT

Employee training is the process whereby people learn the skills, knowledge, attitude and behaviours 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 inhabiting 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 adequately

There may be various reasons behind organizing Training and development program for employee, but the basic reason is to improve efficiency and effectiveness of the employee in order to achieve the common goal of the organization. Therefore a performance appraisal should point out an employee's specific needs for training and development. By identifying deficiencies that adversely affect performance, human resource and line managers are able to develop Training and development programs that permit individuals to build on their strengths and minimize their deficiencies.

The term 'training' and 'development' are closely related but their meanings have important distinctions. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. It is concerned with imparting specific skills for particular purposes. Whereas the term 'development' is a broad one. Its aim is to improve the overall personality of an individual. The term is mostly used in the context of executives only

There should be an appropriate place where the management and the employee representatives meet each other and discuss on the structure for the training programmes comprising of identification of needs for the training programmes, framing of objectives for the training programmes, selection of trainees for the training programmes, scheduling of training programmes also post evaluation. So that transparency is maintained this would enhance the employee's satisfaction

In this research paper an attempt is made to learn that training and development exist in Hindalco Industry their impact to generate efficiency of Management to cater to the need of their Employees.

Keywords: Training and Development, Hindalco, Employees Satisfaction

INTRODUCTION

Every organization needs to have well trained and experienced people to perform the activities that have to be done. Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on their current job and prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance, but also which bring about the growth of the personality; help individuals in the progress towards maturity and actualization of their potential capabilities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotions and hold greater responsibility.

Training a person for a bigger and higher job is development. And this may well include not only imparting specific skills and knowledge but also inculcating certain personality and mental attitudes. As the jobs become more complex, the importance of employee development also increases. In a rapidly changing society, employee training and development are not only an activity that is desirable but also an activity that an organization must commit resources to if it is to maintain a viable and knowledgeable work force.

Training has played a very important role in helping the corporation to reach the commanding heights of performance. Any training would be considered to be successful only when the knowledge gained by the participants is transferred to the job performance Training is the main function of HR. To enhance the Corporation's growth and keep the Corporation ready to anticipate all types of competition and face it too, there is a need that Human Resource should play more active role for overall progress of the Corporation.

The impact of training programme is to mould the employee's attitude and help them to synergies individual goals with organizational goals. It also helps in reducing dissatisfaction, complaints, absenteeism and labour turnover.

Features of training

1. Increase knowledge and skill for doing a job.
2. Bridge the gap between job needs and employee skills.
3. Job oriented process, vocational in nature
4. Short-term activity designed especially for operatives.

Objectives of Training

1. To impart basic knowledge and skill to new entrants and enable them to perform the job well.
2. To equip employee to meet the changing requirement of the job and organization.

3. To teach the employees the new technique and ways of performing the job or operations.

4. To prepare employees for higher level task and build up a second line of competent managers.

OBJECTIVES OF THE STUDY

The main objectives of the study are as follows:

*   To find out the opinions of the employees regarding training programmes.

*   To identify the training requirements in the organization

*   To study the existing situation regarding training programmes.

*   To study whether the organization follows a specific training and development techniques.

*   To know the effectiveness of the training programme conducted by the company.

*   To know whether employees are aware about their responsibilities and authorities or not.

*   To improve Organizational Climate and increase the morale of employees.

*   To know whether training programme is conducted successfully or not.

*   To know about the work culture of the organization

SCOPE OF THE STUDY

The Study is Limited to "**Hindalco Industries Limited**".

Employee Training and Development is not only an activity that is desirable but also an activity than an organization must commit resources to it .It maintains a valuable and knowledge workforce.

 The scope extends to:

*   Strengths and weakness are identified

*   Developing interest

*   Complete demonstration of the job requirements

NEED FOR THE STUDY

The purpose of study of training and development process is being conducted to prepare a project report and to have the practical knowledge about the process, which is carried out generally with in organization by HR management, which will be useful for carrier.

Other Needs

1. To Increase Productivity

2. To Improve Quality

3. To Help a Company Fulfill its Future Personnel Needs

4. To Improve Organizational Climate

5. To Improve Health and Safety

6. Personal Growth

7. To reduce Grievances

8. Right person for the right job

9. To match employee specialization with job requirements.

SOURCE OF DATA

The data was collected based on two sources:

- Primary Data
- Secondary Data

Primary Data

The data is collected with the help of questionnaire. The questionnaire are chosen because of its simplicity and reliability. Researchers can expect a straight answer, which is directly related to the questions.

Secondary Data

The data will be collected from the office reports, record maintained by the Human Resource Development. The data will also be collected from printed books relating to human resource.

Sampling Unit

Sampling unit for the study is executives, senior executives, post graduates, graduates, and ITI and diploma holders of Hindalco Industries Limited.

SAMPLE SIZE

The sampling size consists of 40 respondents.

PERIOD OF STUDY

Fieldwork done at "Hindalco Industries Limited" kollour works, Hyderabad for period of 45 days.

LIMITATIONS OF THE STUDY

- The study is limited to Hindalco Industries Limited only

- The study is conducting under the assumptions that the information given by the respondents are all correct.

- Interactions with employees are very limited because of their busy work schedule.

- There is a chance of small mistakes.

- In the changing employees behavior many new and better things may emerge in the near future, which cannot be safeguard in the report.

RESULTS

To what extend does your organization promote training for employees?

Responses	No. of Respondents	Percentage
Very Large Extent	5	12.5
Large Extent	19	47.5
Reasonable Extent	16	40
Small Extent	0	0
None	0	0
TOTAL	**40**	**100**

To what extend Do you think training is important?

Responses	No. of Respondents	Percentage
Extremely Important	20	50
Important	19	47.5
Not So Important	1	2.5
Disagree	0	0
TAOTAL	**40**	**100**

Interpretation

- 50% of people expressed that the training is extremely important for them.

- 47.5% of people expressed that the training is important for them.

- 2.5% of people expressed that the training is Not important for them

3) How many training programmes do you attend in a year?

Responses	No. of Respondents	Percentage
Two -- Five	36	90
Five -- Ten	1	2.5
More than Ten	0	0
None	3	7.5
TOTAL	**40**	**100**

Interpretation

- 90% of people are attended training for 2-5 times in a year.

- 7.5% of people are attended training for less than two times in a year

- 2.5% of people are attended training for above 10 times in a year

4) What mode of training method is normally used in your organization?

Responses	No. of Respondents	Percentage
Internal	8	20
External	8	20
Job Rotation	2	5
Conference/ Discussion/Interview	0	0
All the Above	22	55
TOTAL	**40**	**100**

Interpretation

- 20% of people expressed that internal training used in the organization.

- 20% of people expressed that External training used in the organization.

- 55% of people expressed that Internal, External, job rotation and conference / discussion / interview training used in the organization.

- 5% of people expressed that job rotation is used in the organization

5) In your organization who is mainly involved in training function?

Responses	No. of Respondents	Percentage
Head of P & A	24	60
Head of the Unit	4	10
Head of the Department	8	20
Head In charge	0	0
Others	4	10
TOTAL	**40**	**100**

Note: OTHERS: Head of P&A, Head of the Unit, Head of the Department, Head In charge

Interpretation

1. 60% of people expressed that Head of P&A involved in training function.

2. 10% of people expressed that Head of the Unit involved in training function.

3. 20% of people expressed that Head of the Department involved in training function.

4. 10% of people expressed that others are involved in training function.

6) What kind of training and development do you need?

Responses	No. of Respondents	Percentage
Functional Skills	22	55
Inter Personal Skills	12	30
Behavior Skills	0	0
Others	2	5
All the Above	4	10
TOTAL	**40**	**100**

Note: OTHERS include: Technical skills, Assertive skills, Negotiation skills

Interpretation

1. 55% of people want Functional skills in training and development.

2. 30% of people want Inter personnel skills in training and development.

3. 10% of people want Functional / Inter personnel / Behavior skills in training and development.

4. 5% of people want Other skills in training and development

7) Do you prefer?

Responses	No. of Respondents	Percentage
In House Training Programmes	5	12.5
Out Bound Training Programmes	8	20
Both	27	67.5
TOTAL	**40**	**100**

Interpretation

- 12.5% of people expressed that they want In House Training Programmes.

- 20% of people expressed that they want Out Bound Training Programmes.

- 67.5% of people expressed that they want BOTH

8) Are you encouraged by the department head to undergo training?

Responses	No. of Respondents	Percentage
Almost Every Time	24	60
Sometimes	16	40
Never	0	0
TOTAL	**40**	**100**

Interpretation

- 60% of people accepted that their superiors are motivated them almost every time.

- 40% of people accepted that their superiors are motivated sometimes.

9) How often does your manager discuss training objectives with you before sending you for training?

Responses	No. of Respondents	Percentage
Always	8	20
Usually	17	42.5
Sometimes	11	27.5
Never	4	10
TOTAL	**40**	**100**

Interpretation

- 20% of people says that manager discuss always training objectives with them before going to training.

- 42.5% of people says that manager discuss usually training objectives with them before going to training

- 27.5% of people says that manager discuss sometimes training objectives with them before going to training

- 10% of people says that manager Never discuss training objectives with them before going to training

10) To what extent do the training programmes help to achieve the individual and organizational goals?

Responses	No. of Respondents	Percentage
Very Large Extent	3	7.5
Large Extent	19	47.5
Reasonable Extent	16	40
Small Extent	2	5
Not at All	0	0
TOTAL	**40**	**100**

Interpretation

1. 7.5% of people expressed very large extent training programmes help to achieve the individual & organization goals.

2. 47.5% of people expressed that large extent training programmes help to achieve the individual & organization goals.

3. 40% of people expressed Reasonable extent training programmes help to achieve the individual & organization goals.

4. 5% of people expressed Small extent training programmes help to achieve the individual & organization goals.

FINDINGS

- 50% of people expressed that the training is extremely important for them

- 92.5% of people agree with the training as a part organization strategy.

- 47.5% of people expressed that large extent organization promotes training for employees

- 90% of people are attended training for 2-5 times in a year.

- 90% of people expressed that they aware of training program in the organization

- 92.5% of people expressed that they attended training programmes

- 52.5% of people expressed large extent that the training program helpful in the current job

- 72.5% of people expressed that they are practicing training programme in the Worksite

- 87.5% of people expressed that Time is the main barrier for Training and development in the organization

- 55%of people expressed that Internal, External, job rotation and conference / discussion / interview training used in the organization.

- 60% of people expressed that Head of P&A involved in training function

- 37.5% of people in the organization have gone job rotations more than twice

- 40% of people expressed that they agree with enough practice is given in the training session

- 50% of people expressed Reasonable extent that the training programmes are motivating more participates

- 52.5% of people expressed that Reasonable extent training programmes are building team spirit among employees.

- 70% of people expressed that they agree with training sessions are useful

- 47.5% of people expressed that Reasonable extent training programmes are helpful in retaining the employees.

- 55% of people want Functional skills in training and development

- 40% of people expressed that implementation of the trained process will take two months

- 67.5% of people expressed that they want In House / Out Bound Training Programmes

- 60% of people accepted that their superiors are motivated them almost every time

- 42.5% of people says that manager discuss usually training objectives with them before going to training

- 47.5%of people expressed that large extent training programmes help to achieve the individual & organization goals.

- All the employees know that the organization is conducting training program regular and all of that had taken training.

- Most of the employees expressed that they have cooperation from the colleagues.

SUGGESTIONS

- Management should give a chance to the employees to express their feelings and opinions.

- Management must give training and development programme classes to every employee regularly.

- Management should maintain good communication with the employees

- Specific training programmes have to be given to the selected personnel who are related.

- Training evaluation has to be conducted

- Manager should actively participate in identifying the training needs formulation & analyzing the results

- Management must inform to the employees about the organization

- Training must satisfy real needs

- Training should be continuous

- Friendly environment should be provided by the employees

- Employees suggested training topics in the questionnaire .management should give training of their choice

CONCLUSION

- Proper training program and their updating from time ,help the individuals to develop their skills and knowledge and there by contribute positively towards the achievement of organization goals.

- Organization has to plan its training activities, and prepare a training calendar to suit its need and make it a more effective program

- The moment of truth and glory for training would be when companies look at people as assets and training and development activities as an investment for the future and not as expenditure.

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