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A study on employee perception towards training and development at Indian rare earth limited (IREL)

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Abstract

Employees training help companies as well as employees to improve their performance. Hence, keeping these in mind, the companies are eager to go for the training programs for their employees with regular intervals and the management wants to know the perception of employees towards the provided training and development program. These training programs definitely result in skill enhancement, improved efficiency and productivity and growth opportunities for employees. This paper attempts to study the employees' perception about training and development programmes in the Indian Rare Earth Limited (IREL) and to know the level of satisfaction of employees after attending their training and to offer suggestions and recommendations for successful implementation of Training and Development in Indian Rare Earth Limited (IREL) to create a favorable organizational climate. And also to identify the employee's preference on training method and duration of training. In this research data was collected from 100 employees of Indian Rare Earth Limited (IREL) through a structured questionnaire. The findings clearly revealed that the employees have positive attitude towards the Training and Development practices followed in Indian Rare Earth Limited (IREL).

Keywords: Training and development, employees' perception, Indian rare earth limited (IREL), employees satisfaction

Introduction

Human resource is the essence of development and the development largely lies with the quality of human resources. Quality of human resource depends on so many factors and training is one among the vital factors. Training is one of the most important investments because it enhances the knowledge, skills, attitudes and behavior of employees: the human resource (Bulut C, 2010) [3]. Training involves a combination of skills development, knowledge transfer, development and support of understanding and sustained attitude change. It gives people an awareness of the rules and procedure to guide their performance on the current job or prepare them for an intended job (David Sam Jayakumar G. S, 2014) [4]. The organizations now have understood the importance of providing the training to their employees so as to get the edge in the area of competition. There is now growing recognition that training has significant role in gaining competitive advantage. Extensive research undertaken within human resource area has found that majority of the organizations engaging in innovative practices include training and development as key elements to attaining best practices.

It is worthwhile to note that training offers many benefits to employees and to the organization as a whole. Employees become more confident, open to change and supportive of each other. In addition, employees are motivated to achieve improved performance as a result of training. The benefits employees gain is personal, career oriented and job related knowledge. The availability of training to the employees make them committed for achieving performance and develop strong relations with the organization and stay longer in the organization.

Training helps to remove performance deficiencies in employees. This is particularly true when the deficiency is caused by a lack of ability rather than a lack of motivation to perform, individuals involved have the aptitude and motivation need to learn to do job better, and supervisors and peers are supportive of the desired behaviour. There is greater stability, flexibility and capacity for growth in an organization. Training contributes to employee's stability in at least two ways.

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Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization.

2. Review of Literature

Training programmes are an effective way of directly transferring the organisational goals and values to a whole group of people simultaneously (Shen, 2006; Harzing, 2004).

Hellriegel *et al.* (2001) states that training of employees in organisation increases higher productivity through better job performance, more efficient use of human resources, goals and objectives more effectively met, reduced cost due to less labour turnover, reduced errors, reduced accidents and absenteeism, more capable, and mobile workforce and retention of the existing staff.

Similarly, Echard and Berge (2008) stated that effective training techniques can produce significant business results especially in customer service, product development, and capability in obtaining new skill set. This linkage of training to business strategy has given many businesses the needed competitive edge in today's global market.

Human Resource Management (HRM) practices of training and development enhance employee skills, knowledge and ability which in turn enhance task performance of individual and in the long run increases the organisational productivity (Huselid 1995).

However, Wood, (1999) argues that HRM practices are universal across organisations or whether the effectiveness of human resources management is contingent upon factors while (Asgarkhani, 2003) argues that the success of training is contingent upon the effectiveness of performance planning and measuring. This is supported by (Bhalla, 2006) who argued that the objective of any organisation training program is to train their employees to meet the needs of the optimum profit potential.

In addition, Hower (2008) pointed out that the purpose of training is to empower associates with the skills necessary to make decisions and accomplish their daily tasks and skills that help them give extraordinary service to customers. In the business of customer service, training is essential to the impact made on the customers.

Lynton and Pareek (2000) argue that to enhance individual motivation for training, the employees should be part and parcel of what it communicates to applicants through all its contacts with them. This would make applicants feel confident that the training foci are clear and shows perceptive concern for people taking part in the program. Furthermore, (Guerrero and Sire 2001) supported Lynton and Parreek's view but they explained motivation with regard to teachers.

Moreover, (Bushart and Fretwell, 1994) emphasizes that training employees leads to an increment in employees' satisfaction, updating of skills and an increased commitment to the organisation.

3. Statement of the Problem

The perception and attitude of the employees have a greater impact on the success of any organization. If the employees perceive the Training & Development practices in the positive sense, definitely it will have positive impact on the enterprise. If the employees are satisfied with the

Training & Development practices they will have positive attitude towards the management. If the employees are not satisfied, they will have negative attitude towards the management. Indian Rare Earth Ltd (IREL) is a State-owned enterprises which engages in a major activity that is mining and separation of Heavy Minerals like, Ilmenite, Rutile, Zircon, Sillimanite, Garnet and Monazite from beach sand. Workers in Indian Rare Earth Ltd (IREL) are always in need of training and development programs that help to develop their skills that are necessary at work. IREL spend money and time for these programs. In IREL these programs are given at regular intervals and the management wants to know the perception of employees towards the provided training and development program.

4. Objectives of the Study

The study was conducted with the following objectives:

- To assess the employees' perception about training and development programmes in the Indian Rare Earth Limited (IREL)
- To know the level of satisfaction of employees after attending their training and to offer suggestions and recommendations for successful implementation of Training and Development in IREL to create a favorable organizational climate.
- To identify the employees preference on training method and duration of training.

5. Scope of the Study

This study is concentrated on the employees' perception about training and development programmes in the Indian Rare Earth Limited (IREL), Chavara (Kollam) and to provide various suggestions for successful implementation of Training and Development in IREL. The present study covers the employees in IREL, Kollam.

6. Research Methodology

6.1 Research Design

The study is of exploratory nature and is meant to assess the employees' perception about training and development programmes in the Indian Rare Earth Limited (IREL)

6.2 Source of Data

For this study both primary and secondary data are collected. Primary data were collected through direct personal survey among employees. It is done by the use of a structured questionnaire designed particularly for this purpose. Secondary Data were collected from the reports provided by the company, journals, magazines, and different website.

6.3 Sampling Size

The total number of respondents is termed as sample size. The sample size for this analysis is 100 respondents

6.4 Sampling Unit

Sampling unit is that of "who is to be surveyed". The survey is on Indian Rare Earth Limited (IREL).

6.5 Sampling Technique

The research was made by the survey in accordance to the convenience of the employees. So the sample type is convenient sampling.

6.6 Period of Study

The research is carried for 25 days between 08.12.2015 to 02.01.2016

7. Results and Discussion

Table 1: Employee Perception of Training and Development

Sl. No	Employee perception of training and development	Agreeable level of opinion				Percentage (%)
		Strongly Agree	Agree	Disagree	Strongly disagree	
1.	Training and development programs help in promotion for the employees	14	22	12	52	100
2.	Each employee is given importance at their work	58	12	16	14	100
3.	Training and development program meets employee needs	12	20	30	38	100
4.	Manager take effort to arrange training and development programs	48	32	12	8	100
5.	Employees are properly recognised	37	43	11	9	100
6.	Employees feel that the program conducted is focused towards the mission of the organisation	33	42	18	7	100

Source: primary data

Interpretation

The perceived availability of training is taken to be the extent to which employees feel they are able to access training opportunities. Prior research suggests employees with positive perceptions of this will be more committed to the organisation (Bartlett, K.R., 2001) [2]. The result interpreted from the questionnaire also elaborates that training and development programmes are perceived to be helpful. From the Table 1, it is clear that in training and development program each employee is given importance at their work (58%). In the organisation the manager take

effort to arrange training and development programs which are necessary for the employees for the nature of work (48%). 80% of the employees opined that they are properly recognized in the training and development program. The employees also feel that the program conducted is focused towards the mission of the organisation. Any how the training and development programs do not help in any promotion for the employees (52%). The employees have their own needs which are not met at the time of attending training and development program (68%)

Table 2: Level of Satisfaction of Employees on Post Training Performance

Sl. No.	Level of satisfaction of employees after attending their training	Agreeable level of opinion				Percentage (%)
		Strongly agree	Agree	Disagree	Strongly disagree	
1	Training programme contributes personal growth	36	54	10	0	100
2	Training help to understand the job clearly	42	48	10	0	100
3	Training help to achieve company objective	48	40	2	10	100
4	Training programme helps to reduce absenteeism	80	14	3	3	100
5	Training reduce constant supervision	20	76	4	0	100
6	Training provide effectiveness in work	44	42	4	10	100
7	Training programme helps to reduce accidents	78	16	4	2	100

Source: primary data

Table 2 shows level of satisfaction of employees after attending their training. Training programmes do help in their personal growth to a greater extent. It also helps to understand the job clearly and help to achieve company objective. Training programmes has explicitly helped in the reduction of absenteeism and accidents in the company.

Table 3 shows that 70% of the respondents prefer both on the job training and class room training.

Table 3: Classification Based on Employees Preference on Training Method

Sl. No.	Particulars	No. of respondents	Percentage (%)
1	On the job training	16	16
2	Class room training	14	14
3	BOTH	70	70
	TOTAL	100	100

Source: primary data

Table 4: Classification Based on Employees Preference on Duration of Training

Sl. No.	Particulars	No. of respondents	Percentage (%)
1	One day	32	32
2	two day	35	35
3	three day	22	22
4	four day	11	11
	TOTAL	100	100

Source: primary data

Table 4 shows that 35% of the respondents prefer two days for training.

8. Findings

- Training and development programs do not help in any promotion for the employees.
- The results show that, in training and development program each employee is given importance at their work.
- The employees have their own needs which are not met at the time of attending training and development program
- In the organisation the manager take effort to arrange training and development programs which are necessary for the employees for the nature of work.
- The employees are properly recognized in the training and development program.
- The employees also feel that the program conducted is focused towards the mission of the organisation.
- Training programmes do help in their personal growth to a greater extent.
- Training programmes help to understand the job clearly and help to achieve company objective.
- Training programmes has explicitly helped in the reduction of absenteeism and accidents in the company.
- Many are of the view that training helps to acquire adequate skills for their job.
- Majority of the respondents prefer both on the job training and class room training.
- Majority of the respondents prefer two days for training.

9. Suggestions

In light of these findings, researchers are inclined to suggest some guidelines to improve the training and management development programs for organisational success

- Separate HRD (human resource department) should monitor the training needs, methods of training and benefits of training in the organization so relevant training programme can be implement.
- Training objectives and contents should be communicated to the designated participants well ahead so that they can prepare themselves by avoiding ambiguity about the goal of the training program. It also helps them become more motivated and active in participation.
- Provide permanent status and promotions to employees, it will provide a job-security to employees and the company should evaluate the quality of work life and incentives provided to employees.
- Some of the employees are not satisfied with the method and technology adopted on training. So the company should regularly monitor and evaluate the technology and modernize it.
- The management should consider employees opinions and suggestions about the improvement to the organization. This will makes them more responsible with the job.
- Try to improve counseling programme provided by the organization it will increase the motivation among employees and help to increase the productivity.
- It would be better if the trainings are provided at a periodic basis. This would keep up the performance of

the employees at a far more up to date and standard level.

- Company must introduce career development policy instead of mere employee selection and recruitment and promotion in the work place.

10. Conclusion

The present study focuses on the perception and attitude of the employees towards Training & Development practices implemented by Indian Rare Earth Limited (IREL). On the basis of the results obtained from the study, it is concluded that the employees have positive attitude towards the T&D practices followed in IREL. They perceive the Training & Development (T&D) practice in a positive manner. Besides it has also been found that the perception and attitude of employees' assume paramount importance in the context of present industrial scenario. From analysis, it is found that the employees accept the T&D Practices in a wholehearted manner.

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